

2024

## **NSU Huizenga College of Business and Entrepreneurship 2023-2024 Graduate Catalog**

Nova Southeastern University

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H. Wayne Huizenga College of  
Business and Entrepreneurship  
NOVA SOUTHEASTERN UNIVERSITY

**NSU**  
Florida



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# OFFICIAL DOCUMENT NOTICE

Policies and programs set forth herein are effective for the 2023/2024 academic year. These policies are in place for the term in which a student begins classes. The regulations and requirements herein, including fees, are necessarily subject to change without notice at any time at the discretion of the Nova Southeastern University administration. It is the student's responsibility to become familiar with the contents of this catalog by accessing The H. Wayne Huizenga College of Business and Entrepreneurship (HCBE) website at <https://www.business.nova.edu/current-students/catalogs.html> and downloading this document. Failure to read this catalog does not excuse students from the rules, policies, and procedures it contains. Students must also abide by the policies and procedures set forth in the NSU Student Handbook located at <https://www.nova.edu/studentaffairs/index.html>, the most current NSU Student Handbook supersedes all prior years' handbooks.

The university recognizes that individual programs require differing time limits for the completion of academic studies leading to a degree. Therefore, the time frame is a matter within the discretion of each academic program.

Nova Southeastern University is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools [1866 Southern Lane, Decatur, Georgia 30033-4097: Telephone number (404) 679-4500] to award bachelor's, master's, educational specialist, and doctoral degrees.

Information in this catalog is considered accurate at the time of publication. For any questions pertaining to this document, contact your Academic Advisor.

# FOREWORD/RESERVATION OF POWER

## FOREWORD

For the purpose of promoting its educational mission, Nova Southeastern University (NSU) has the inherent right to preserve order and maintain stability through the setting of standards of conduct and the prescribing of procedures for the enforcement of such standards. In addition to maintaining order and stability, whenever possible, the university aims to utilize its disciplinary procedure as a developmental process. In accordance with this philosophy, educational assignments may be added to any disciplinary penalties. The foundation underlying such student standards relies on the tenet that the exercise of individual rights must be accompanied by an equal amount of responsibility. This assures that the same rights are not denied to others. By becoming a member of the university community, a student acquires rights in, as well as responsibilities to, the whole university community. These rights and responsibilities are included in the Student Handbook located at <https://www.nova.edu/studentaffairs/index.html>. Students are required to comply with all NSU regulations as well as all local, city, county, state, and federal laws at all times. All students are subject to the policies and procedures as contained herein. The term “students” includes any individual enrolled in a course or academic program offered by Nova Southeastern University, whether in a degree-seeking program or not. Any act that constitutes a violation or an attempt to violate any of the policies or procedures contained herein may establish cause for disciplinary and/or legal action by the university. In circumstances where this catalog defines a violation more stringently or differently than local/ state law, the catalog’s definition shall supersede. The university is not limited to or bound by the definitions contained in the local/state statutes or case law in addressing student conduct violations. Students are also subject to rules and regulations that apply to academic programs of the various schools and colleges of the university, including but not limited to, the Code of Student Conduct and Academic Responsibility. Students should familiarize themselves with their individual college academic, conduct, and professionalism standards, in addition to the information contained in the NSU Student Handbook. Students who engage in conduct that endangers their health or safety, or the health or safety of others, may be required to participate and make satisfactory progress in a program of medical evaluation and/ or treatment if they are to remain at the university. The determination as to the student’s participation and progress is to be made by the NSU Student Behavioral Concerns Committee. The university reserves the right to require the withdrawal of a student from either enrollment and/or university housing, whose continuation in school, in the university’s judgment, is detrimental to the health or safety of the student or others. The Student Behavioral Concerns Committee, in its judgment, can also place conditions upon a student for either remaining in school or returning from a leave of absence. Such conditions include, but are not limited to, mandating that a student attend counseling.



Students who withdraw for reasons of health or safety must contact the Office of Student Conduct before seeking readmission to NSU. Decisions made under this policy are final.

In lieu of, or in addition to, disciplinary action, NSU also reserves the right to impose fines, take legal action, rescind housing privileges, revoke study abroad privileges, withhold student records, revoke other privileges, and impose other penalties as may be deemed appropriate. Students should also be aware that disciplinary action may impact eligibility for scholarships or other institutional financial aid. Furthermore, admission of a student to Nova Southeastern University for any semester does not imply or guarantee that such student will be reenrolled in any succeeding academic semester. Students may also be subject to disciplinary proceedings for acts committed before their admission and/or enrollment at Nova Southeastern University.

## **RESERVATION OF POWER**

The H. Wayne Huizenga College of Business and Entrepreneurship (HCBE) catalog is not intended to be a contract or part of a contractual agreement between NSU and the student. From time to time, it may be advisable for the university to alter or amend its procedures or policies. Reasonable notice may be furnished to the university community of any substantive changes, but is not required. Whenever references to the singular appear in this handbook, the plural is also intended; whenever the plural is used, the singular is also intended. Wherever a reference is made to the masculine gender, the feminine gender is included. Failure to read this handbook does not excuse students from the rules, policies, and procedures contained within the student handbook. The rights and responsibilities that follow take effect immediately upon publication of this document.

## **FLEXIBILITY IN POLICIES**

University policies are intended to describe some of the expectations of members of the University community, as well as outline the University's community policies and programs. It is intended to be used as a guideline and does not create an express or implied contract which cannot be changed or modified. Circumstances not specifically addressed in university policies will be handled on a case-by-case basis by the appropriate official selected by the University. As the need may arise, the University reserves the right to, in its sole discretion, modify, revise, supplement, rescind, suspend, terminate, or change its policies, procedures, programs, activities and services, in whole or in part, to the fullest extent permitted by law.

# **ABOUT NOVA SOUTHEASTERN UNIVERSITY AND THE H. WAYNE HUIZENGA COLLEGE OF BUSINESS AND ENTREPRENEURSHIP**

## **INTRODUCTION**

### **NOVA SOUTHEASTERN UNIVERSITY (NSU)**

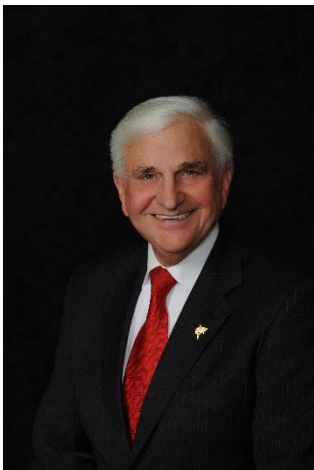
Located in Fort Lauderdale, Florida, NSU is a private, not-for-profit research institution accredited by the Southern Association of Colleges and Schools Commission on Colleges. Classified by the Carnegie Foundation for the Advancement of Teaching as a research university with “high research activity”, NSU is 1 of only 50 universities nationwide to also be awarded Carnegie’s Community Engagement Classification. NSU is also the largest private, not-for-profit institution in the United States that meets the U.S. Department of Education’s criteria as Hispanic-Serving Institution. For more than 50 years, NSU has been fostering groundbreaking research and a commitment to community.

The university awards associate’s, bachelor’s, master’s, specialist, doctoral, and first-professional degrees in a wide range of fields, including the humanities, biological and environmental sciences, business, counseling, computing and engineering sciences, conflict resolution, education, family therapy, medicine, dentistry, various health professions, law, marine sciences, performing and visual arts, psychology, and other social sciences.

NSU has campuses in Fort Lauderdale, Fort Myers, Jacksonville, Miami, Miramar, Orlando, Palm Beach, and Tampa, Florida, as well as Puerto Rico, while maintaining a global presence online.

The institution also has an excellent reputation for its programs for families offered through the Mailman Segal Center for Human Development and the NSU University School. These include innovative parenting, preschool, primary, and secondary education programs, as well as an internationally recognized, model program for children with autism spectrum disorders.

## PRESIDENT'S WELCOME



We are honored that you have selected Nova Southeastern University and the H. Wayne Huizenga College of Business and Entrepreneurship. Our objective is to help you start your career, grow your present organization, or launch into an entirely new career direction.

By choosing the Huizenga College of Business and Entrepreneurship, you share with us a commitment to the best practices in today's fast-paced professional world. You'll find that our practical and innovative curriculum helps our graduates dominate in the chosen field.

As President and CEO of NSU, I welcome you to our family, whether you are a full-time student, a working professional joining us part-time, or an online student from another part of the world. We have students and alumni across our nation and in all corners of the globe. Our graduates have a special bond, and you can look forward to joining a very select group.

As the university's Vision 2025 states, NSU will provide "competitive career advantages to its students and produce alumni who serve and lead with integrity." With the support of NSU and the Huizenga College of Business and Entrepreneurship, you will make a significant difference to your colleagues and organization, your community and, quite possibly, the world.

Sharks are always moving forward, and you will too as part of the NSU family.

**George L. Hanbury II, Ph.D.**

President and CEO  
Nova Southeastern University

## ACCREDITATION STATEMENT

Nova Southeastern University is accredited by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) to award associate's, baccalaureate, master's, educational specialist, doctoral, and professional degrees. Nova Southeastern University also may offer credentials such as certificates and diplomas at approved degree levels. Questions about the accreditation of Nova Southeastern University may be directed in writing to the Southern Association of Colleges and Schools Commission on Colleges at 1866 Southern Lane, Decatur, GA 7, by calling (404) 679-4500, or by using information available on SACSCOC's website ([www.sacscoc.org](http://www.sacscoc.org))

The H. Wayne Huizenga College of Business and Entrepreneurship is also accredited by the Association to Advance Collegiate Schools of Business (AACSB International) [777 S. Harbour Island Blvd. Suite 750, Tampa, Florida 33602; telephone number (813) 769-6500].

## UNIVERSITY EQUAL OPPORTUNITY/NONDISCRIMINATION POLICY

Consistent with all federal and state laws, rules, regulations, and/or local ordinances (e.g., Title VII, Title VI, Title III, Title II, Rehab Act, ADA, Title IX, and the Florida Civil Rights Act), it is the policy of Nova Southeastern University not to engage in any discrimination or harassment against any individuals because of race, color, religion or creed, sex, pregnancy status, national or ethnic origin, nondisqualifying disability, age, ancestry, marital status, sexual orientation, gender, gender identity, military service, veteran status, or political beliefs or affiliations, and to comply with all federal and state nondiscrimination, equal opportunity, and affirmative action laws, orders, and regulations. Any such acts are unacceptable and strictly prohibited by the university.

In addition, the law prohibits retaliation against an individual for opposing any practices forbidden under this policy, for bringing a complaint of discrimination or harassment, for assisting someone with such a complaint, for attempting to stop such discrimination or harassment, or for participating in any manner in any investigation or resolution of a complaint of discrimination or harassment. This nondiscrimination policy applies to NSU's education activities and programs, including admissions; enrollment; scholarships; loan programs; athletics; employment; and access to, participation in, and treatment in all university centers, programs, and activities. NSU admits students of any race, color, religion or creed, sex, pregnancy status, national or ethnic origin, nondisqualifying disability, age, ancestry, marital status, sexual orientation, gender, gender identity, military service, veteran status, or political beliefs or affiliations, to all the rights, privileges, programs, and activities generally accorded or made available to students at NSU, and does not discriminate in the administration of its educational



policies, admission policies, scholarship and loan programs, and athletic and other school-administered programs.

The following person has been designated to handle inquiries and complaints regarding perceived discrimination and NSU nondiscrimination policies:

For inquiries or complaints regarding perceived discrimination based on gender or sex, please contact:

Laura Bennett  
Title IX Coordinator  
(954) 262-7858 • [laura.bennett@nova.edu](mailto:laura.bennett@nova.edu) or [titleix@nova.edu](mailto:titleix@nova.edu)

Website and online reporting form: [nova.edu/title-ix](https://nova.edu/title-ix)  
Office location:  
Office of Human Resources  
3100 SW 9th Ave., #248 Fort Lauderdale, FL 33315

Inquiries about the application of Title IX may be directed to the Title IX coordinator, the assistant secretary of education of the United States, or both.

All other inquiries or complaints regarding perceived discrimination should be directed to

Benjamin Johnson, Ed.D.  
Assistant Dean for Student Development  
(954) 262-7281 • [bj379@nova.edu](mailto:bj379@nova.edu)

## H. WAYNE HUIZENGA COLLEGE OF BUSINESS AND ENTREPRENEURSHIP

The Huizenga College of Business and Entrepreneurship in Fort Lauderdale, Florida is the only business school in Florida with entrepreneurship in its name. That says a lot about who we are, a school committed to delivering an up-to-date curriculum that fosters the spirit of innovative thinking in the workplace. Here, students learn to face the critical issues of today and tomorrow, head on.

Over 40 years ago, when few other institutions considered customer's needs, the Huizenga College accommodated working professionals by creating weekend programs. Today, that tradition continues. The Huizenga College serves over 2,000 bachelor's and master's students in a variety of degree programs tailored to meet the demands of today's workforce.

Administrators and faculty are keenly attuned to the complicated demands placed on today's employees, managers, and leaders. Courses are continually refined to the most current and relevant practices. Students at the Huizenga College encounter some of the most exciting, enriching coursework available anywhere in education today; courses designed to challenge critical thinking skills, to widen perspectives on traditional business practices, and to foster an entrepreneurial spirit.

Our students come from a diverse cross section of society – culturally, demographically, and professionally. This is why courses are delivered in a range of flexible formats on our main campus and online.

No matter the program or format, each program utilizes all the tools, technology and management have to offer, giving students an unprecedented opportunity to acquire skills that will enrich their knowledge base and leadership abilities, while learning to add value to their company and to their lives.



## DEAN'S MESSAGE



Welcome to the H. Wayne Huizenga College of Business and Entrepreneurship (HCBE). On behalf of the faculty we are thrilled to have you join our community of ambitious and talented individuals pursuing a degree in business in one of our many exciting majors. Regardless of your chosen major, the vision of HCBE will be woven throughout your coursework. The vision of HCBE is that graduates of HCBE will innovate, influence, and transform organizations are that “best ***for*** our world <sup>TM</sup>.” The vision speaks to the role of HCBE in our community so that among other things, our graduates will be the ones to lead us through tumultuous events whether they impact our businesses or society in general.

As you embark on your journey, know that you are entering an exciting and dynamic field that is constantly evolving. The skills and knowledge you will gain here will prepare you for a wide range of career opportunities and equip you with the tools to become a successful businessperson, leader, or entrepreneur.

Our faculty members are passionate about their areas of expertise and are committed to providing you with a cutting-edge education. They will challenge you to think critically, solve problems creatively, and develop a global and adaptive mindset.

Beyond the classroom, we offer a variety of extracurricular activities and opportunities for you to get involved and enhance your skills and experiences. From internships and study abroad programs to clubs and networking events, there are countless ways for you to gain practical experience and build your professional network.

We are excited to see the impact you will make in the world of business and entrepreneurship. Remember to work hard, embrace new challenges, and stay curious about existing and emerging processes, techniques, and technologies. We are here to support you every step of the way.

Best wishes for a successful journey ahead!

Sincerely,

**Andrew Rosman, Ph.D.**

Dean, H. Wayne Huizenga College of Business & Entrepreneurship

## HCBE VISION STATEMENT

Graduates of HCBE will innovate, influence, and transform organizations that are Best ***for*** Our World™.

## HCBE MISSION STATEMENT

We prepare business and entrepreneurial leaders to embody values-based decision making as they adapt, innovate, influence, and transform organizations to tackle tomorrow's challenges and opportunities.

## CORE VALUES

We are committed to setting the example across business schools and all academic areas at NSU that profit, the people of the workplace, and our world in which we live must be in balance for the greater good. We embrace each of NSU's core values (academic excellence, student-centered, integrity, innovation, opportunity, scholarship/research, diversity, and community), with a particular emphasis on the following:

- ***Integrity*** is the core of our College and we take the stewardship of how we treat others seriously. We focus on transparency in doing the right thing with every decision.
- We believe in the power of working together to create a culture of ***collaboration*** and respect, which adds value to our teams and our relationships with the University and external ***communities***.
- We embrace ***diversity*** and inclusion within our institution with respect to age, gender, mental and physical abilities, race, ethnic heritage, and sexual orientation. We will promote the rights of individuals and equal access to educational and enrichment experiences, respecting cultural differences and ensuring equal opportunity. We foster an environment that empowers everyone to identify implicit bias and learn how to lead to eliminate it in the workplace.
- Our efforts through research, teaching, service, and fundraising focus on the success of our students. This ***student-centeredness*** is evident from recruitment to graduation and beyond when our students become alumni.



## **CONTACT INFORMATION FOR THE HUIZENGA COLLEGE OF BUSINESS AND ENTREPRENEURSHIP**

The Huizenga College of Business and Entrepreneurship is located on NSU's main campus in the Carl DeSantis building. The DeSantis building is a 261,000 square foot, 5-story facility built around a central 3-story courtyard. Its design includes general purpose and compressed video-teleconferencing classrooms, a lecture theater, computer labs, multi-purpose and conference facilities, and a full-service café, as well as administrative and student offices with support facilities.

### **Address:**

H. Wayne Huizenga College of Business and Entrepreneurship Carl DeSantis Building  
Nova Southeastern University 3300 S. University Drive  
Fort Lauderdale, FL 33328

### **Phone:**

(954) 262-5000; Toll-free (800) 672-7223

## **FORCE MAJEURE**

NSU's duties and obligations to the student shall be suspended or modified immediately, without notice, during all periods that the University determines it is closed or ceases or modifies or curtails operations because of force majeure events including, but not limited to, any fire or any casualty, flood, earthquake, hurricane, lightning, explosion, strikes, lockouts, prolonged shortage of energy supplies, riots or civil commotion, Act(s) of God, war, governmental action, act(s) of terrorism, infectious diseases, epidemic, pandemic, physical or structural dangers, or any other event beyond the University's control. If such an event occurs, NSU's duties and obligations to the student (including its delivery and format of classes, student housing and dining, campus facilities, and related services, activities, and events) will be postponed, cancelled, or modified until such time as the school, in its sole discretion, may safely reopen or resume normal operations. Under no circumstances, except as otherwise required by Federal or State statute, will NSU be obligated to refund, reduce or credit any portion of tuition, housing, meal plans, fees, or any other cost or charge attributable to any location, delivery modality, or service affected by any such force majeure event necessitated by Acts of God, University or academic or health and safety decisions, and/or any situations outside of the University's control. This includes, but is not limited to, any suspensions to or changes from in-person, on-campus education, services and/or activities to remote services, activities, and/or remote learning. By choosing to enroll or study at NSU, students agree to these terms.

Any decisions by the University to provide a refund or credit, in whole or in part, of any fee or other charge, in the event of a campus closure, suspension, or other change to the delivery format of education, activities, housing, dining, and/or services shall be in the University's discretion and shall not create an expectancy that any individual is legally entitled to such refund or credit or that it will be provided in any other instance.

## **DEGREE PROGRAMS**

### **MASTER'S DIVISION**

The Huizenga College of Business and Entrepreneurship awards 10 master's degrees:

Master of Accounting

With Majors in:

Accounting Analytics (STEM Designated)

Managerial Accounting

Public Accounting

Tax

One Year Master of Business Administration

Master of Business Administration

With Majors in:

Business

Business Intelligence / Analytics (STEM Designated)

Complex Health Systems

Entrepreneurship

Finance

Human Resource Management

International Business

Management

Marketing

Process Improvement (STEM Designated)

Sport Revenue Generation

Supply Chain Management and Operational Systems (STEM Designated)

Master of Public Administration

Master of Science in Business Agility and Innovation

Master of Science in Finance and Sustainability

Master of Science in Human Resource Management

Master of Science in Philanthropy and Non-Profit Management

Master of Science in Professional Practice Management

With Concentrations in:

General Professional Practice

Health/Medical Professional Practice

Master of Science in Real Estate Development

## Master of Science in Sustainable Digital Marketing

### Certificates in:

- Accounting Analytics
- Business Intelligence/Analytics
- Complex Health Systems
- Entrepreneurship
- Finance
- Finance and Sustainability
- Human Resource Management
- Marketing
- Public Accounting
- Process Improvement
- Professional Practice Management
- Supply Chain Management and Operational Systems
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American Council on Education  
[www.acenet.edu](http://www.acenet.edu)

Hispanic Association of Colleges and Universities  
[www.hacu.net](http://www.hacu.net)

Association of American  
Colleges and Universities  
[www.aacu.org](http://www.aacu.org)

Independent Colleges and Universities of Florida  
[www.icuf.org](http://www.icuf.org)

Association of Governing Boards  
of Universities and Colleges  
[www.agb.org](http://www.agb.org)

National Association of Independent Colleges &  
Universities  
[www.naicu.edu](http://www.naicu.edu)

College Board  
[www.collegeboard.com](http://www.collegeboard.com)

National Association of Schools of Public Affairs and  
Administration  
[www.naspaa.org](http://www.naspaa.org)

Conference of Southern  
Graduate Schools  
[www.csqs.org](http://www.csqs.org)

Southern Association of College and University Business  
Officers  
[www.sacubo.org](http://www.sacubo.org)

Council of Graduate Schools  
[www.cgsnet.org](http://www.cgsnet.org)

Southern Regional Education Board's Electronic Campus  
<http://home.sreb.org/acm/ecinitiatives/acmintroduction.asp>

Florida Association of Colleges  
and Universities  
<https://www.facuflorida.org/>

University Continuing Education Association  
<https://upcea.edu/>

Prerequisite for Independent  
Higher Education  
[www.fihe.org](http://www.fihe.org)

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<https://nsusharks.com/>

(954) 262-8250

### Bookstore

<http://nsubooks.bncollege.com>

(954) 262-4750

### Bursar

<https://www.nova.edu/bursar/>

(954) 262-5200

### Campus ID Card

<https://www.nova.edu/nsucard/>

(954) 262-8929

### Campus Recreation

[www.rec.nova.edu](http://www.rec.nova.edu)

(954) 262-7301

### Career Services

[www.nova.edu/career](http://www.nova.edu/career)

(954) 262-7200

### Center for Student Counseling and Well-Being

[www.nova.edu/studentcounseling](http://www.nova.edu/studentcounseling)

(954) 262-7050

### Financial Aid

<https://www.nova.edu/financialaid/index.html>

(954) 262-3380

### International Students (OISS)

<https://www.nova.edu/internationalaffairs/index.html>

(954) 262-7242

### Libraries

<https://sherman.library.nova.edu/>

(954) 262-4600

### Public Safety

<https://www.nova.edu/publicsafety/index.html>

(954) 262-8999

### Registrar

<https://www.nova.edu/registrar/>

(954) 262-7200

### Residential Life & Housing

<https://www.nova.edu/housing/index.html>

(954) 262-7052

### Student Disability Services

[www.nova.edu/disabilityservices](http://www.nova.edu/disabilityservices)

(954) 262-7185

### Student Employment

<https://www.nova.edu/financialaid/employment/index.html>

(954) 262-7419

### Student Medical Center

[www.nova.edu/smc](http://www.nova.edu/smc)

(954) 262-1262

### University Center

<https://www.nova.edu/community/university-center.html>

(954) 262-7301

### Veterans Affairs

<https://www.nova.edu/financialaid/veterans/index.html>

(954) 262-7236

# **ADMISSIONS**

## **GENERAL ADMISSION PROCEDURES**

Admission is competitive and applicants who meet the minimum requirements specified herein are not assured admission. Applicants are evaluated based on demonstrated academic achievement as evidenced by their undergraduate or graduate Grade Point Average (GPA) in the form of official transcripts. Newly admitted students who do not begin the program within 12 months will have their application (or deferred application) withdrawn. Subsequent enrollment will require a new application. Applicants must meet the minimum requirements specified below in the section titled program specific admission criteria, as well as the program-specific admission requirements for individual programs. Any applicant with a GPA below 2.90 on a 4.00 scale is encouraged to apply and other admission documents such as but not limited to the GMAT/GRE, essay, or resume may be required.

For all applicants with below the minimum required undergraduate GPA based on your program, the admission committee/faculty reserves the right to set conditions on acceptance such as to require remedial coursework in appropriate subjects, limit course enrollment to appropriate levels, and suspend or dismiss such applicants based upon specified term limit and course grades indicated in the acceptance letter. The admission committee may also require a GMAT or GRE score. The exam must have been completed in the past five years.

Any student falsifying application records will be subject to having the admission offer rescinded or immediate dismissal without refund. All students who wish to apply to the HCBE at Nova Southeastern University must provide a variety of documents. Transcripts and all other documentation concerning admission should be sent to by mail at: Nova Southeastern University, Attn: Enrollment Processing Services, H. Wayne Huizenga College of Business and Entrepreneurship, 3300 S. University Drive, PO Box 299000, Fort Lauderdale, Florida 33328-2004 or official electronic transcripts can be sent to [electronictranscript@nova.edu](mailto:electronictranscript@nova.edu).

## **COLLEGE TRANSCRIPTS**

Official transcripts from each college and university attended must be submitted to NSU Office of Enrollment Processing Services. Transcripts are considered official when they are sent directly from a college or university to NSU or provided in a sealed envelope to a HCBE admissions official. All transcripts must be in the original language of the program and contain the official institution seal and/or authorized signature. If transcripts were issued under a previous name, applicants must attach a statement providing the previous name. Applicants who have earned a degree at an institution outside of the United States must submit an independent academic evaluation from a NACES member company.

## **GRADUATES OF FOREIGN INSTITUTIONS**

**(All degree programs)**

### **Foreign Educated Applicants:**

- Applicants who completed their degree outside of the United States must have their foreign transcript evaluated by a NACES accredited organization. A list of these organizations can be found at [www.naces.org](http://www.naces.org).
- The independent academic evaluation must list the degree equivalency and include a GPA (grade point average) calculation as well as a course-by-course credit evaluation.
- The academic evaluation must be completed for all undergraduate and/or graduate work and be performed based on original and official documents.

### **English Competency (Non-native English speakers):**

- The Test of English as a Foreign Language (TOEFL) is required of those applicants whose first language is other than English. Minimum paper score = 550; minimum Internet score = 79.
- TOEFL scores earned more than two years prior to the date of enrollment will not be accepted.
- A score of 6.0 on the International English Language Testing System (IELTS) examination is acceptable in lieu of the TOEFL.
- A score of 54 on the Pearson Test of English- (PTE) Academic is acceptable in lieu of the TOEFL.
- TALK International, School of Languages: Completion of level 9 test with a minimum score of 85%.
- Duolingo Test of English: 105 or higher
- Completion of ENC 1101 and ENC 1102 (or comparable courses) with a grade of "C" or higher from a regionally accredited institution.
- Completion and passing of ELS level 112 Intensive Program English for Academic Purposes
- A letter on official letterhead from the applicant's prior university stating that all bachelor's degree course material was taught and studied in English may suffice



for the TOEFL requirement. This option is permitted only if the degree was earned two years or less prior to the date of enrollment.

- At the discretion of the Dean's office, the English language proficiency may be waived based on an interview and additional documents.

**Note** – all documents submitted to Nova Southeastern University become the property of NSU and cannot be returned to the applicant.

## **CONDITIONS FOR ADMISSIONS**

Students with acceptance based upon unofficial documentation at time of application may register for one semester only; however, students in this situation are not financial aid eligible.

Registration for future semesters is contingent upon receipt and approval of all outstanding documents. If these documents are not received and accepted, the student will not be permitted to register for additional courses and current financial aid will not be disbursed.

- **Conditional**  
To be considered for conditional acceptance, students are required to submit their bachelor's degree transcript showing courses in progress, along with a letter on college letterhead stating they are enrolled in their last term, they are in good academic standing, and the expected graduation date.
- **Provisional**  
To be considered for provisional acceptance, students are required to submit an official or unofficial transcript indicating degree conferral (stating degree earned, date awarded, and final grade point average).

To be considered for provisional acceptance prior to degree conferral, the following documents must be submitted: an unofficial or official transcript showing all completed course work required to earn a bachelor's degree and a letter on college letterhead stating student has met all program requirements, is in good academic standing, and the anticipated degree conferral date.

**Please note:** A template for conditional or provisional acceptance can be found at <https://www.business.nova.edu/masters/faq.html#ConditionsofAdmissions3> under conditions of admission.

- **Full Acceptance**  
To be considered for full acceptance, all admission requirements and documents must be submitted and reviewed.

**Note:** All official documentation, including test scores (GMAT, GRE, and/or English proficiency if applicable) transcripts, and NACES evaluations must be received prior to the start of registration for the subsequent term.

### **Enrollment Criteria for Admission Granted by Committee Review**

Students admitted to the Huizenga College of Business and Entrepreneurship with a GPA less than 2.90 may have conditions associated with their admission. Criteria such as, but not limited to specific courses for first semester enrollment, minimum grades or GPA requirements may be required to remain active in the program. Students failing to satisfy the criteria established by the admission committee outlined in the admission letter may be dismissed permanently from the Huizenga College of Business and Entrepreneurship.

### **F1 VISA APPLICANTS**

International students must be fully accepted to begin their program of study and the I-20 process. Applicants whose immigration status requires an NSU I-20 must contact the Office of International Students and Scholars for information and assistance with the issuance of the I-20.

International students on an F1 visa are not eligible for the following programs: Doctor of Public Administration, Master of Public Administration, Master of Science in Business Agility and Innovation, Master of Science in Human Resource Management, Master of Science in Finance and Sustainability, and Master of Science in Sustainable Digital Marketing.

Acceptance to the Master of Accounting and Certificates is contingent upon academic review, course modality, and availability. Applicants should consult their admission recruiter to learn about additional programs that may have admission restrictions.

### **CORPORATE SPONSORSHIP APPLICANTS**

Master's applicants who have not met the minimum admission requirements may seek admission through corporate sponsorship. Corporate sponsorship means the applicant is currently in a senior management position with significant responsibilities in a company, has adequate preparation to complete a graduate program, and is eligible for tuition reimbursement. An endorsement on company letterhead verifying corporate sponsorship, signed by the corporate tuition benefits officer or appropriate Human Resource official, must accompany the application. Those seeking admission through Corporate Sponsorship must contact the Office of Admissions for further information.

## **NON-DEGREE SEEKING STUDENTS**

Students who wish to take up to six courses may apply as a non-degree seeking student. Non-degree seeking students must adhere to identical admission criteria as degree-seeking students. International students on an F-1 visa may not use non-degree seeking student status.

Courses taken outside of the initial program of study may impact a student's academic standing and Satisfactory Academic Progress. Students should consult with their academic advisor and the Office of Financial Aid respectively regarding these impacts.

At the discretion of the Dean's office, students seeking a degree from another regionally accredited institution and requesting to register for courses at the HCBE to transfer back to their primary institution may be granted admission with limited admissions documents. Further information may be obtained by contacting the HCBE Advising Office.

## **APPLICATION AND ADMISSION DECISION**

The completed master's admission application and a non-refundable \$50 application fee should be submitted prior to the term for which admission is desired. Applicants must complete the online application located at <https://apply.nova.edu>. You must create a login ID and Password. When all information has been provided, you must click on the navigation button "Submit and Pay." Retain this information view your admission status and decision throughout the process. As required documents are received by Nova Southeastern University, you will receive email acknowledgements.

Applications will be reviewed by the Admissions Committee after the following items have been received by the admissions office: application form, application fee, and all sealed official transcripts (unofficial copies are acceptable pending receipt of sealed official transcripts). Interview and additional documents may be required upon review of the committee. To ensure evaluation for the desired starting semester, applications and all required documents must be ready for review at least two weeks prior to the start of the term. Late applications that cannot be processed in time for the desired starting term will be considered for the next semester. All applications are reviewed within 48-72 hours upon receipt of official or unofficial documentation. All applicants are notified in writing of the admission decision. An official decision is emailed to the applicant's email address on record.

## **MINIMUM REQUIREMENTS**

1. Online application form and \$50 application fee.
2. An earned bachelor's degree with the minimum required GPA for your program from a regionally accredited institution. Lower GPA scores must be accompanied

- by an essay providing an account of applicant's academic background, professional experience, career goals, and a resume.
3. Sealed official transcripts of all institutions attended and NACES accredited academic evaluations for students with degrees earned outside the United States.
  4. Proof of English proficiency through one of the approved forms of testing for applicants who do not meet the requirement, see pages 25-26.

## **PROCESS FOR READMISSION FROM ACADEMIC SUSPENSION OR PROBATION DUE TO INACTIVE STATUS**

A suspended student who has served two consecutive academic semesters of suspension or a student placed on academic probation who has become inactive due to three semesters of inactivity may petition for readmission to the Huizenga College of Business and Entrepreneurship. The appeal must be delivered at least 60 days prior to the first day of the term in which they wish to enroll. Master's students must appeal for readmission in writing to the Director of Graduate Admissions. Doctoral students must appeal for readmission in writing to the DPA program Director. Within the petition, the student should state the reasons why their academic potential has improved since suspension or their inactivity while on probation and what their strategy for success will be if readmitted.

Any students wishing to return after suspension or the inactivity period from probation will need to complete a new HCBE admissions application in addition to submitting a readmission request letter. Students should review the Academic Readmission Process located at <https://www.business.nova.edu/masters/faq.html#ReinstatementProcess7> for information pertaining to the process. The readmission packet will be reviewed by appropriate personnel and the student will be notified in writing as to the decision pertaining to the readmission request. Readmission to a program after academic suspension or the inactivity period from probation is not guaranteed.

Please note that requirements for financial aid and immigration status are generally more stringent than the requirements for academic readmission. Students should also consult the Office of Student Financial Assistance on their Satisfactory Academic Progress (SAP) standing to determine if they will be eligible for financial assistance if readmission is granted.

## **PROGRAM SPECIFIC ADMISSION CRITERIA**

MASTER OF ACCOUNTING, ALL MAJORS

MASTER OF BUSINESS ADMINISTRATION, ALL MAJORS

MASTER OF SCIENCE IN BUSINESS AGILITY AND INNOVATION

MASTER OF SCIENCE IN FINANCE AND SUSTAINABILITY

MASTER OF SCIENCE IN HUMAN RESOURCE MANAGEMENT

MASTER OF SCIENCE IN PROFESSIONAL PRACTICE MANAGEMENT

MASTER OF SCIENCE IN SUSTAINABLE DIGITAL MARKETING

CERTIFICATES

### **GPA AND PROGRAM REQUIREMENTS**

- An overall cumulative undergraduate degree GPA of 2.90 or higher on a 4.00 scale is required.
- Applicants with a 2.90 or higher GPA in the final 60 hours of their undergraduate enrollment will be considered for admission.
- An overall cumulative graduate degree GPA of 3.0 or higher on a 4.0 scale is required for those seeking admission who have earned a graduate degree.
- Applicants with less than a 3.0 GPA in their graduate degree would be evaluated on their last 60 credits enrolled between their graduate and undergraduate programs.
- In addition to the criteria listed above, students seeking admission into the Master of Science in Finance and Sustainability must also meet the program prerequisite requirements as outlined on page 38.

Applicants with a GPA below the minimum requirement of 2.90 on a 4.0 scale should submit the following:

- Writing sample of 250-500 words that includes:
  - Applicant's career goals
  - How will the program support those career goals?
  - What is distinctive about you as an applicant?
- Resume which should include employment history, position functions, years of service, education, and special training if appropriate.

An interview and additional documents may be required upon review by the committee.

## ONE YEAR M.B.A.

### **GPA AND PROGRAM REQUIREMENTS**

- An overall cumulative undergraduate degree GPA of 3.25 or higher on a 4.00 scale is required.
- Applicants with a 3.25 or higher GPA in the final 60 hours of their undergraduate enrollment will be considered for admission.
- An overall cumulative graduate degree GPA of 3.25 or higher on a 4.0 scale is required for those seeking admission who have earned a graduate degree.
- Applicants with less than a 3.25 GPA in their graduate degree would be evaluated on their last 60 credits enrolled between their graduate and undergraduate programs.

Applicants with a GPA below the minimum requirement of 3.25 on a 4.0 scale should submit the following:

- Writing sample of 250-500 words that includes:
  - Applicants career goals
  - How will the program support those career goals?
  - What is distinctive about you as an applicant?
- Resume which should include employment history, position functions, years of service, education, and special training if appropriate.

An interview and additional documents may be required upon review by the committee.

## MASTER OF PUBLIC ADMINISTRATION

## MASTER OF SCIENCE IN PHILANTHROPY AND NON-PROFIT MANAGEMENT

## MASTER OF SCIENCE IN REAL ESTATE DEVELOPMENT

Admission to the MPA, MS/PNP, and MS/RED degree programs is competitive. Applications are individually reviewed, and admission is offered to those applicants who meet both qualitative and quantitative criteria. All required documentation must be received before an admission decision can be offered.

### **GPA AND PROGRAM REQUIREMENTS**

- An overall cumulative undergraduate degree GPA of 3.10 or higher on a 4.00 scale is required.
- Applicants with a 3.10 or higher GPA in the final 60 hours of their undergraduate enrollment will be considered for admission.
- An overall cumulative graduate degree GPA of 3.10 or higher on a 4.0 scale is required for those seeking admission who have earned a graduate degree.
- Applicants with less than a 3.10 GPA in their graduate degree would be evaluated on their last 60 credits enrolled between their graduate and undergraduate programs.

Applicants with a GPA below the minimum requirement of 3.10 on a 4.00 should submit the following:

- A current professional resume, to include work history/experience. For applicants with less than a 3.10 undergraduate GPA, the applicant's work history should demonstrate substantial levels of responsibility comprising five or more years with satisfactory performance. This work history should be substantiated by two personal letters of recommendation from employment superiors that are sent directly to Enrollment Processing Services.
- An essay of 500-750 words that explains why the applicant wishes to pursue the degree and how it will help to fulfill their personal and professional goals. Applicants should also describe in detail their accomplishments, experiences, values, potential for professional excellence, and commitment to completing the degree program. The faculty admissions committee will evaluate the essay based on commitment to the field as well as the applicant's demonstrated professionalism and readiness for graduate study.
- Phone or in person interview with Department Chair and/or faculty is optional but will strengthen your application.
- MPA Only - A one-hour online diagnostic entrance test to be administered at no cost by the Department. Details will be provided to students once they have submitted all other application materials.

For all applicants with below a 3.10 undergraduate GPA, the faculty admission committee reserves the right to require remedial coursework in appropriate subjects, limit course enrollment to appropriate levels, and suspend or dismiss such applicants based upon first term course grades. The admissions committee may also require the GMAT or GRE score. The exam must have been completed in the past five years.

## DOCTOR OF PUBLIC ADMINISTRATION (DPA)

The goal of the admission process is to identify candidates who exhibit high potential for successfully completing the doctoral program. Applicants to the program must have an earned master's or doctoral degree from a regionally accredited institution or foreign evaluation of equivalency. Applicants are evaluated based on demonstrated academic achievement as evidenced by their graduate GPA in the form of official graduate transcripts, professional goals and objectives as presented in a goals statement essay, and their professional experience as indicated on their resume or curriculum vitae. Applications are not evaluated until all required documentation has been received.



Applicants to the DPA program are encouraged to apply throughout the calendar year; however, all admissions documents must be submitted before July 31 for courses starting in the fall term (August). Admission to the doctoral programs is competitive, and regrettably, not all those who apply will be admitted.

To be considered for admission, applicants must submit:

1. A completed doctoral application form with signature page.
2. A \$50 nonrefundable application fee.
3. Official transcripts from all undergraduate and graduate institutions attended. Transcripts must be received directly from each institution. Normally, the minimum acceptable graduate GPA is 3.25.
4. A goals statement essay between 500 to 1000 words in length, discussing professional development goals and objectives. Prospective students are encouraged to discuss potential fields of research, as appropriate.
5. A resume or curriculum vitae with a detailed explanation of previous and current employment responsibilities that demonstrates experience in business, industry, government, military service, education, or consulting.

In addition, applicants may be required to attend an interview before the admissions committee.

Candidates applying to the doctoral program must have unrestricted access to a computer, the Internet, and have demonstrable working knowledge of the Microsoft Office software suite (Word, Excel, and PowerPoint). See Table of Contents for Technology Requirements.

The doctoral admissions committee reserves the right to request additional information from any applicant.

## ADMISSIONS APPEAL PROCEDURE

Any applicant who is denied admission has the right to appeal the decision, in writing, to the DPA Program Director. The applicant will be notified by the Program Director when a decision has been reached. Please direct all correspondence to:

Nova Southeastern University  
H. Wayne Huizenga College of Business and Entrepreneurship  
Attn: DPA Program Director  
3300 S. University Drive  
Fort Lauderdale, Florida 33328

## GRADUATES OF FOREIGN INSTITUTIONS

Applicants who have earned a degree from an institution outside the United States

must submit an independent academic evaluation from a NACES member company, including a certified English translation of transcripts based upon the submission of original documents. In addition to the documents and requirements to be considered for admission, applicants with a master's or doctoral degree from a foreign institution must include a/an:

- Determination that the degree is equivalent to a master's or doctoral degree from a regionally accredited institution in the US.
- Determination of the graduate GPA on a 4.0 scale.
- Course by course evaluation.
- Official Test of English as a Foreign Language (TOEFL) score of 250 or higher on the computer-based test, or a 100 on the Internet format. The TOEFL must have been taken within one year of application. A score of 7.0 on the International English Language Testing System exam is acceptable in lieu of the TOEFL.

## **RETURNING GRADUATE STUDENTS**

Students currently pursuing an academic program with HCBE may seek admission to another academic program within their last semester of enrollment. Students will submit a new application for the additional program and will obtain a letter from their academic advisor reflecting good academic standing, verification that the student is enrolled in final classes, and the expected degree conferral date. Conditional admission may be granted however students must successfully complete the original academic program otherwise admission to the subsequent program may be impacted.

## **SECOND MASTER'S DEGREE**

Students who have earned a master's degree with NSU and wish to pursue a second master's degree with HCBE must complete an online application for admission (<https://apply.nova.edu>) and non-refundable \$50 application fee. Prior to obtaining acceptance into the program, an evaluation will be completed to determine if any coursework from the new program can be waived due to the completion of equivalent coursework in the prior program. Students will be able to generate a Degree Works degree evaluation one week after their acceptance into their program to view the details of their curriculum. The audit will detail the outstanding courses needed to earn the second degree as well as reflect any waived courses which may have been satisfied from the prior program. For master's degrees, a student must pursue a minimum of 30 new degree applicable credits towards the completion of the additional business degree. Grades earned in any coursework that is waived from the new program will not factor into the student's program or overall GPA in the new program.

Students are not permitted to pursue multiple HCBE master's degrees or graduate certificates simultaneously.

Courses taken outside of one's degree program may be applied to a second degree provided the second degree is completed within eight years from the first course applied in the second degree.

## **DUAL DEGREE PROGRAMS**

The Huizenga College provides a unique environment for combining non-business and business education through a number of dual degree programs between the Huizenga College and other NSU schools and departments. An applicant must be offered admission to both schools to be considered a dual degree candidate. Dual degrees are offered in the following areas: Osteopathic Medicine/Business or Professional Practice Management (DO/M.B.A. or DO/MSPPM), Biological Sciences/Business (MSBS/M.B.A.), Health Informatics/Business (MSHI/M.B.A.), Dental/Business (DMD/M.B.A.), Law/Accounting (J.D./M.Acc.), Law/Business (J.D./M.B.A.), Law/Real Estate Development (J.D./M.S.R.E.D.) and Pharmacy/Business (Pharm.D./M.B.A.) and (Ph.D. Pharmacy/M.B.A.).

Students must seek approval from their primary program of study to pursue classes with the Huizenga College of Business and Entrepreneurship. Students in the following programs must complete the minimum year requirements as set forth by the primary program of study prior to being considered a candidate for the program. Students will request an approval letter to be submitted to the Office of Admission for the College of Business from their primary program office. The approval letter will initiate the application process within the college.

- KPCOM DO program: End of first semester
- College of Dental Medicine: End of second year
- Shepard Broad Law Center: End of first year
- College of Pharmacy: End of first year

Students must also adhere to the academic standards of their primary program of study and provide documentation that they are permitted to register for classes with the Huizenga College of Business and Entrepreneurship each semester.

For students who are receiving academic credit waivers, conferral of the dual business degree is contingent upon satisfactory completion of the student's primary program of study. Students who do not meet the academic requirements for conferral of their primary program and who wish to complete the business degree will be required to adhere to all the Huizenga College criteria for program completion. Please contact the Office of Academic Advising for additional information.

The courses listed below are satisfied by course equivalents from the student's primary college. Students in a dual degree program must be registered for business college courses by a Huizenga College Academic Advisor.

DO/Business (DO/M.B.A.)

MGT 5001, CHS 5050 and CHS 5500 (MBA in CHS)

MGT 5001 and two open electives (MBA in Business)

MGT 5001 and one open elective (MBA excluding CHS or Business majors)

DO/Professional Practice Management (DO/MSPPM)

MGT 5001

Biological Sciences/Business (MSBS/M.B.A.)

MGT 5001 and CHS 5500 (MBA in CHS)

MGT 5001 and one open elective (MBA in Business)

Health Informatics/Business (MSHI/M.B.A.)

MGT 5001 and CHS 5500 (MBA in CHS)

MGT 5001 and one open elective (MBA in Business)

Dental/Business (DMD/M.B.A.)\*

MGT 5001 and One open elective (if applicable to the program)

Law/Business (J.D./M.B.A.)

None

Law/Accounting (J.D./M.Acc.)\*

ACT 5783

Law/RED (J.D./M.S./R.E.D.)\*

REE 5881, others to be determined by Director of MS/RED Program.

Pharmacy/Business (Pharm.D./M.B.A.)

MGT 5001

Ph.D. Pharmacy/Business (Ph.D. Pharmacy/M.B.A.)

MGT 5001, MKT 5125, and QNT 5160)

\*Students wanting to pursue dual degrees should contact the Office of Academic Advising for special instructions prior to first enrollment.

## **TRANSFER POLICY**

The Huizenga College of Business and Entrepreneurship will consider the equivalent of up to two graduate level courses from another regionally accredited institution as transfer credits at its discretion.

Master's Division – transfer course work must be at the master's or doctoral level, have an earned grade of B or higher, and may not total more than six semester credits.

Doctoral Division – transfer course work must be at the doctoral level, have an earned grade of B or higher, and may not total more than eight semester credits.

Transfer credit is not accepted in the following situations:

- a) Courses applied toward another degree earned,
- b) Courses used towards completion of a certificate program at NSU or other institution,
- c) Courses where content has been deemed unequal to those in the student's chosen degree program,
- d) Courses that are more than eight years old from when the student begins a Huizenga College master's program, or
- e) Courses taken at other institutions while a student is on suspension or any other type of leave after first enrolling at the Huizenga College.

Applications requesting approval of transfer credit are made in writing at the time of application. Students must initiate the process of transferring their credits no later than the end of their first term of enrollment with their assigned academic advisor for course work in which credit has already been awarded. Students will need to submit a course description and/or course syllabus so that the course may be evaluated by the designated faculty chair. Transfer of credit will not be awarded for any coursework taken after a student has begun coursework with the Huizenga College of Business and Entrepreneurship except for classes pursued via an approved Study Abroad program.

Credits earned at Nova Southeastern University are transferable at the discretion of the receiving school. Students who wish to transfer credit should contact the admissions office of the receiving school for information.

## **PREREQUISITE COURSES**

Students required to complete prerequisite courses (undergraduate courses to demonstrate readiness for particular master's courses) may be fully admitted to and enter their program of study; however, they may not enroll in graduate courses before the corresponding prerequisite course is satisfied except for the M.S. Finance and Sustainability degree for which prerequisites must be completed prior to consideration for admission. For example, in the M.B.A./ Management degree, a student may enroll in an accounting prerequisite course while taking graduate courses in marketing since the accounting prerequisite course does not serve as a prerequisite. Undergraduate courses taken outside the Huizenga College of Business and Entrepreneurship with similar course titles, as detailed in the list below, are not automatically accepted. Course descriptions and/or syllabi may be required to ensure equivalency. Students must earn a grade of C or better in all courses detailed below and courses will only be considered if the bachelor's degree conferral was no more than 10 years from the time of Huizenga College review.

## **PREREQUISITE COURSE SATISFACTION**

Students have four options for satisfying a program prerequisite course:

1. Complete course(s) offered by the H. Wayne Huizenga College of Business and Entrepreneurship.
2. Take a required course through a regionally accredited institution with prior course approval in writing from the H. Wayne Huizenga College of Business and Entrepreneurship (students who have completed a course outside of the country may have to provide a NACES translation of the course description or syllabus if additional information is required. Students selecting this option must complete the requirements within their first two semesters with HCBE. After the second semester, courses must be completed with HCBE. Official transcripts must be sent to the university and imaged into the student file for review.
3. Complete a proficiency examination administered by a testing organization that has national recognition, such as CLEP and DANTES, with prior approval from the H. Wayne Huizenga College of Business and Entrepreneurship. Students selecting this option must complete the requirements within their first two semesters with HCBE. After the second semester, courses must be completed with HCBE. Official transcripts must be received by the office of Academic Advising one week prior to students seeking to register for courses requiring the prerequisite requirement.
4. Students in the Master of Accounting program who have an earned Bachelor's degree in Accounting with grades of C or higher, from a regionally accredited institution and is a licensed CPA, can have the 10 year time limit waived for all prerequisite courses with the exception of ACT 5731. Students will need to provide a copy of the CPA license to their academic advisor for submission of review by the Department Chair.

The following undergraduate level courses are required:

**Master of Accounting** – principles of accounting, intermediate accounting I and II, cost accounting, accounting information systems, advanced accounting, and auditing.

**Master of Business Administration (includes all majors)** – Business or corporate finance, statistics, and financial accounting.

**Master of Science in Business Agility and Innovation** - Business or corporate finance.

**Master of Science in Finance and Sustainability** – Business or corporate finance, statistics, financial accounting, and micro or macroeconomics. These courses must be completed to gain admission into the program.

**Master of Science in Professional Practice Management** - Business or corporate finance and financial accounting.

Classes less than three credits may not qualify for financial aid funds. Students should consult with the Office of Student Financial Assistance regarding eligibility.

Students who are pursuing a primary program within another center at NSU must contact the Office of Student Financial Assistance to determine financial eligibility for courses.

# **ACADEMIC RESOURCES AND STUDENT SERVICES**

## **ACADEMIC ADVISING**

### **MISSION STATEMENT**

The mission of the Office of Academic Advising is to partner with students to deliver accurate, timely, comprehensive guidance and support to achieve academic, personal and professional goals.

The HCBE Office of Academic Advising consists of a team of professional academic advisors who are available to assist students navigate their academic program while engaging in proactive, positive decision-making and problem solving. While most students are able to register online, it is recommended that students consult with their assigned academic advisor at the start of their program to develop an academic plan for program completion. Students needing assistance during their studies should contact their assigned academic advisor for further guidance.

To reach an academic advisor, contact the Office of Academic Advising at 800-672-7223, ext. 25067, or 800-554-6682, ext. 25067 (Bahamas, Canada, and Mexico only), 954-262-5067, or schedule an in- person or phone appointment through the online Advising Appointment Module link located at <https://nova.campus.eab.com/> .

## **HUIZENGA COLLEGE OFFICE OF ENROLLMENT SERVICES**

The Huizenga College of Business and Entrepreneurship Office of Enrollment Services is composed of the Office of Recruitment and Admissions and the Office of Academic Advising. The main office is located on the first floor of the Carl DeSantis Building at the Fort Lauderdale- Davie Campus. All prospective and current Huizenga graduate students (including students not located on the main campus) may obtain assistance with graduate admissions, academic advising, and program-related information in person or via telephone. For additional information or assistance, call (954) 262-5067, (800) 672-7223ext. 25067, or (800) 554-6682 ext. 25067 (Bahamas, Canada, and Mexico only).

## **NSU ENROLLMENT MANAGEMENT AND STUDENT AFFAIRS**

NSU Enrollment Management and Student Affairs (EMSA) is composed of the Office of Student Financial Assistance, the Office of the University Bursar, Student Health Insurance, the Office of the University Registrar, the One-Stop Shops, Enrollment



Processing Services/Admissions Management Services, Transfer Evaluation Services, and SharkCard Services. All students (including students not located on the main campus) may obtain assistance with financial aid, student accounts, registration, and records at the One-Stop Shops located on the first floor of the Horvitz Administration Building and the Terry Administration Building at the Fort Lauderdale-Davie Campus. For additional information, call 800-806-3680.

## **NSU OFFICE OF CAREER DEVELOPMENT**

Nova Southeastern University operates an office of Career Development for NSU students and alumni. Their mission is to support NSU students and alumni in the implementation of successful career plans from choosing a direction, to securing employment, or continuing their education. Through consulting, partnership with employers and faculty, Career Development strives to educate students and alumni. Please note that attainment of a degree does not guarantee job placement. For further information, contact the Office of Career Development at (954) 262-7201 or online at [www.nova.edu/career](http://www.nova.edu/career). The Office of Career Development is located at the Fort Lauderdale-Davie Campus in the Horvitz Administration Building.

## **HCBE OFFICE OF CAREER ADVISING**

Within the Huizenga College of Business and Entrepreneurship, you will also have direct support from our in-house Office of Career Advising. They can help facilitate your professional development by helping you connect to different employers, organizations, events, and a wide array of workshops. This office is located on the 5th floor of the DeSantis Building. If you would like to schedule an appointment, you can do so by calling the office at (954) 262- 5016.

## **OFFICE OF STUDENT DISABILITY SERVICES**

The Office of Student Disability Services provides information and individualized accommodations to ensure equal and comprehensive access to university programs, services, and campus facilities. Information about requirements for requesting academic or facility accommodations, by any student enrolled at the university, is available online through the office website <http://www.nova.edu/disabilityservices/student-accommodations/index.html>

## **NSU DISCRIMINATION/HARASSMENT GRIEVANCE POLICY**

NSU does not tolerate the harassment of any members of the University community on the basis of disability. The University is committed to taking immediate action to eliminate any harassment, prevent its recurrence, and address its effects. Any student or employee found to have engaged in acts of harassment on the basis of disability will

be promptly disciplined, including potential suspension or expulsion for students, and suspension or termination for employees.

The University encourages all members of the NSU community to work together to prevent harassment on the basis of disability. The University encourages any student or employee who believes that he or she has been subjected to harassment on the basis of disability to report the harassment to the University in accordance with the NSU Discrimination/Harassment Grievance Policy. Students should report instances of discrimination and/or harassment to Dr. Benjamin Johnson, Assistant Dean for Student Development. Dr. Johnson may be contacted via telephone at (954) 262-7281 or via e-mail at [bj379@nova.edu](mailto:bj379@nova.edu). For more information on the Grievance Procedure for Discrimination Based on Disability, please review the Nova Southeastern University Student Handbook located online at <http://www.nova.edu/studentaffairs/>.

## **STUDENT COUNSELING**

Nova Southeastern University offers counseling at the NSU Center for Student Counseling and Well-being by Henderson Behavioral Health. Services provided at the center include treatment for anxiety, panic and depression; anger management; financial stress; social struggles; chronic illnesses; abuse; suicidal thoughts; break-ups and divorce; assault; and many other areas affecting a student's quality of life. In addition to office hours, a crisis hotline is available 24 hours a day, seven days a week to give support and counseling by phone. For additional information, please visit <https://www.nova.edu/studentcounseling/index.html>.

## **LIBRARY RESOURCES**

Nova Southeastern University Libraries provide NSU students with services from a variety of sources including:

- Alvin Sherman Library, Research, and Information Technology Center,
- Martin and Gail Press Health Professions Division Library,
- Panza Maurer Law Library,
- Oceanographic Library,
- NSU Libraries' collection of electronic resources,
- Interlibrary loan and document delivery,
- SEFLIN consortium libraries in southeast Florida, and the
- ICUF consortium libraries throughout Florida

The NSU Libraries have designed, developed, and implemented an up-to-date collection to support the research needs for students from undergraduate to doctoral-level. Librarians, teaching faculty, and researchers at NSU share in the development of collections, and NSU has policies that define their involvement.

The modern Alvin Sherman Library, Research, and Information Technology Center is the main library at NSU and includes multiple service points; high-density, movable shelving; 13 electronic classrooms; 33 group study rooms; 7 conference rooms; a 25-seat teleconference room; the 75-seat, technology-rich Circle of Friends Collaborative Study Room; the Ann Porterfield Digital Media Lab; Makerspace Lab; a café; and the University Archives. It is also the host to NSU's 2,800-square-foot Write from the Start Writing and Communication Center.

The Alvin Sherman Library provides distance students with the same full array of resources and services available to the students on the Fort Lauderdale/Davie campus. The Alvin Sherman Library offers a number of methods to support distance students, including more than 550 research databases accessible online, and an NSU print collection that is accessible via Document Delivery. Students can request, at no additional cost, items that are not available full text online, including books, copies of journal articles, NSU dissertations, and more. Resources that can be scanned are disseminated electronically through the ILLiad system, while books available only in print are mailed to students' homes.

The Alvin Sherman Library provides all students with reference assistance via a toll-free telephone number, email, online chat, and text messaging. Students can also request a face-to-face or online appointment with a librarian to receive individual assistance. The library offers synchronous training embedded in various courses across the NSU colleges and through online workshops. Additional asynchronous instruction is available through the Razor's Research Bytes introductory modules, short videos on LibraryLearn, and an extensive collection of library guides and other digital instructional materials. All of this can be easily accessed through <https://sherman.library.nova.edu/>, the Alvin Sherman Library website.

## **STUDENT IDENTIFICATION CARD (SHARKCARD)**

All students must obtain an NSU Student Identification Card (SharkCard) before starting classes. The SharkCard must be carried at all times on any of the NSU campuses. The SharkCard is available free of charge and may be obtained by visiting the One-Stop Shop located in the Horvitz Administration Building on the main campus.

You can also obtain your SharkCard online at <https://www.nova.edu/nsucard/apply/index.html>. Please use your SharkLink username and password to access the site. Ensure to fully complete the online form (including apartment number if applicable). All SharkCards requested online will be mailed to the address on the form or can be held for pick up by emailing us at [nsucard@nova.edu](mailto:nsucard@nova.edu).

Mailed cards are generally received within 2-3 business days (depending on USPS). Questions should be addressed to SharkCard Services at (954) 262-8929 or emailed to [nsucard@nova.edu](mailto:nsucard@nova.edu).

## **PARKING**

Every motor vehicle parked on university property must maintain a valid paid permit or “pay to park” using PayByPhone or pay at multi-space meters. All County traffic and parking ordinances which are not in conflict or inconsistent with NSU regulations shall extend and be applicable to the University’s campuses. The NSU Public Safety Department is responsible for reporting violations of university motor vehicle regulations to Nova Southeastern University officials. Florida laws pertaining to the operation of motor vehicles are enforced by the local police department, the Broward County Sheriff’s Office, Miami-Dade Police, and the Florida Highway Patrol. Violations of university motor vehicle regulations will be controlled by the agency with jurisdiction. Students must register their vehicle in NSU’s Parking Portal and obtain a sharkfin parking sticker. For details, visit <https://www.nova.edu/publicsafety/parking/students.html>.

## **TECHNOLOGY REQUIREMENTS**

Candidates applying to a master’s program must have unrestricted access to a computer, the Internet, ability to download and install a lockdown browser for select course exams, and have demonstrable working knowledge of Microsoft Office software suite (Word, Excel, and PowerPoint). Also, students must have access to a computer with a camera and microphone.

## **BOOKSTORE**

The NSU bookstore is located on the Davie campus, just west of the main library. To obtain textbook information and NSU gear, visit their website at <http://nsubooks.bncollege.com>.

## **COMPUTER ACCOUNTS SHARKLINK**

SharkLink is an online information portal providing students and faculty and staff members with enhanced, streamlined access to NSU’s computing resources and Web communication options. This portal allows a single login to provide the user with access to all the available applications including email, personal and shared Web calendars, online groups, and integration with Self-Service Banner, Canvas, and other NSU applications. Through SharkLink and these online applications students can view grades, transcripts, and holds; review the status of financial aid applications and loans; check registration status; view personal class schedules and register for classes; pay for classes; and check and change personal contact information. Upon acceptance, a Shark ID / NSU email name and password will automatically be generated. This email is the student’s official NSU email account and provides access to SharkLink. This email account is the official method of communication at NSU and is used to notify students of

upcoming registration deadlines, scholarship information, and other important NSU information.

Students are required to use their NSU accounts for intra-campus communication and for submission of class assignments as required by faculty members. In addition, students participating in online coursework use their account to access the electronic classroom.

SharkLink can be accessed at <https://sharklink.nova.edu/cp/home/displaylogin>. Students log in to the secure area using their ID/Username and password.

All email communications between faculty, administration, staff, and students must use the NSU email account. Personal email accounts may not be used.

For technical support or problems with an NSU email account, or for students who lose or forget their ID or password please contact the Shark IT Service Center at (954) 262-HELP (4357) or 800-541-NOVA(6682) ext. 24357, or [help@nsu.nova.edu](mailto:help@nsu.nova.edu) to have it reset.

Help desk office hours are:

- Monday - Friday: 8:00 am - 10:00 pm EST/EDT
- Saturday: 8:30 am - 5:00 pm EST/EDT

## **OFFICE OF INTERNATIONAL STUDENTS AND SCHOLARS**

The Office of International Students and Scholars (OISS) is committed to providing essential services to assist international students achieve their academic goals. OISS serves as a resource to the university community and provides services and counseling expertise aimed at guiding individual students through the complexities of U.S. government visa regulations.

Students who wish to study at the Huizenga College of Business and Entrepreneurship should contact OISS for details regarding issuance of the I-20. The I-20 will be granted only upon completion of all admission requirements and acceptance into the program of study. In addition, students must be enrolled full-time in order to maintain their I-20 status. Therefore, international students are urged to be sensitive to requirements prior to applying to the program. International students who intend to reside in the United States and who are required to obtain an I-20 are required to attend classes at the Fort Lauderdale campus. For further information, please contact OISS.

<http://www.nova.edu/internationalstudents/>

Nova Southeastern University International Student Office 3300 S. University Drive  
Fort Lauderdale, Florida 33328  
(954) 262-7240 or (800) 541-6682, ext. 27240  
Email: [intl@nova.edu](mailto:intl@nova.edu)

Note: Students attending any courses on campus less than three weeks in duration are not required to obtain the I-20.

# FINANCIAL INFORMATION

## AWARDS

With the exception of the DPA, the awards below are available to degree seeking, certificate, and non-degree seeking students. Exclusions apply to The Best for Our World Award on page 49. Students eligible for the Corporate Partner and Government Employee Awards must complete the online verification process each term via the Huizenga Portal or by directly accessing the verification form at <https://secure.business.nova.edu/corporate/verification/>. All other students wishing to obtain an award from the Huizenga College will need to submit their request with the Office of Academic Advising in writing from their NSU email account. Requests for all awards must be submitted, and the verification process completed, prior to the start of each academic semester. Students are not eligible to have awards applied for terms prior to completing the online verification process or submitting an official request to the Office of Academic Advising. If the student is unable to submit verification online, they should notify their academic advisor via their NSU student email account prior to the start of the term. Students are accountable for reviewing their financial record to ensure accuracy of tuition and fee assessments.

Students must remain in good academic standing and with no acts of academic dishonesty or misconduct on record to continue to meet eligibility to receive the award. Tuition Awards applied to Master's degree programs supersede all other awards.

The tuition awards will not apply to repeated courses, zero credit classes or any fees associated with the student account. In addition, major classes offered by another college within NSU may not receive the awards below. Students should consult with their academic advisor to identify non-HCBE courses within their curriculum. NSU employees that receive 100% tuition waiver are not eligible to receive awards. The award amount will change each year based upon published tuition rates.

### NSU ALUMNI AWARD

The Huizenga College of Business and Entrepreneurship encourages continuing education by offering an alumni award to qualified applicants. Undergraduate, graduate, or doctoral students who have completed their degree or certificate program at Nova Southeastern University and qualify for admissions into one of the Huizenga College's master's degrees, certificate or non-degree programs are eligible for the award. The award equals \$211.40 off per credit of published tuition rates. For students pursuing the One Year MBA an award of \$270 off per credit will be applied. Persons seeking this award must send an official request via their NSU student email account to their academic advisor.



## **GOVERNMENT EMPLOYEE AWARD**

Students pursuing the Master of Public Administration program who are non-profit, government organization, city, county, federal, or other U.S. government employees and have an undergraduate GPA of 3.25 or higher are eligible for a tuition award. The award is equal to \$422.80 per credit off the published tuition rate.

Students pursuing any HCBE master's degree, certificate, or non-degree programs who are non-profit, government organization, city, county, federal, or other U.S. government employees are eligible for an award of \$211.40 per credit off the published tuition rate.

Students seeking either of these awards will need to complete the online employee verification form referenced above.

## **CORPORATE PARTNER AWARD**

Students who are employed by an HCBE Corporate Partner are entitled to an award for all HCBE master's degrees, certificates, or non-degree programs. Persons seeking this award must fill out the online verification form prior to the start of each term as previously referenced above. The award is based on individual corporate agreements. Please contact your academic advisor via your NSU student email account for additional information.

## **AWARD FOR ALUMNI OF HIGHER EDUCATION INSTITUTION PARTNERS**

Students who have graduated with a bachelor's degree from various partner colleges are entitled to an award of \$211.40 off per credit hour towards Huizenga College of Business and Entrepreneurship master's degree, certificate, or non-degree program. For students pursuing the One Year MBA an award of \$270 off per credit will be applied. Persons seeking this award must make an official request to the Office of Academic Advising. The award is based on individual partner school agreements. Eligible students should contact their academic advisor via your NSU student email account for more specific award information.

## **MILITARY SERVICE AWARD**

Students who are on active duty, retired, honorably or medically discharged, and/ or considered active reserves are eligible for this award. The award is equal to \$211.40 off per credit of published tuition rates. Students must submit verification to their academic advisor (e.g. the DD214). A comprehensive list of approved military service verification documents can be found at: <https://scra.dmdc.osd.mil/scra/#/home> or submitting the DD214. Students who are on active or reserve status must send their request to their academic advisor each semester via their NSU student email account in order to receive this award. Eligible students should contact their academic advisor via their NSU student email account for specific award information.



## **PROFESSIONAL ORGANIZATIONS**

Students who are members of designated professional organizations partnered with the Huizenga College of Business and Entrepreneurship are eligible for a Professional Organization Award. The award is based on individual professional organizations agreements. Persons seeking this award must make an official request to the Office of Academic Advising. Students must provide a copy of their membership enrollment with the organization. Membership documentation must be provided each calendar year to verify enrollment with the organization. The award is based on individual organization agreements. Eligible students should contact their academic advisor via their NSU student email account for specific award information.

## **THE BEST FOR OUR WORLD™ TUITION AWARD**

This will be awarded to first time enrolled students who plan to utilize their graduate degree from the College of Business by personifying values-based decision making to tackle tomorrow's challenges. This award may range from \$6,300-\$9,725 off total graduate tuition, dependent upon the program of study. The tuition award is based on a student's undergraduate or graduate performance. Students must have a cumulative GPA of a 3.25 or higher (on a 4.0) scale. Submission of a 500-word essay describing how you plan to lead and create businesses that are best for the world. Please include specific details on present and future projects or initiatives you would like to implement to make a positive difference in the world. Two (2) letters of recommendation are required. Note: The tuition award does not apply to fees or other student expenses. The tuition award amount is based on \$211.40 per credit hour off the current published tuition rates. For students pursuing the One Year MBA an award of \$270 off per credit will be applied. Documents must be received 30 days before the start of the term. Requirements are subject to change and this criterion is effective Fall 2023 until further notice. This tuition award is not eligible to non-degree or certificate seeking students.

## FINANCIAL AID

Nova Southeastern University offers a comprehensive program of financial aid to assist students in meeting educational expenses. Financial aid is available to help cover direct educational costs such as tuition, fees, and books, as well as indirect educational expenses such as food, clothing, and transportation. The primary responsibility for paying for education rests with the student. Financial aid is available to “fill the gap” between the cost of education and the amount the student can reasonably be expected to contribute.

In order to qualify and remain eligible for financial aid, students must be fully admitted into a university program; eligible for continued enrollment; a United States citizen, national, or permanent resident; and making satisfactory academic progress toward a stated educational objective in accordance with federal and the university’s policies on satisfactory progress for financial aid recipients.

In order for students to receive any Federal Title IV or state financial aid (grants, scholarships, student employment, and loans), they must be enrolled in a minimum number of credits that are required for degree completion (degree-applicable) as published in the catalog for the year they matriculated. Therefore, financial aid funds are only disbursed to students who meet the minimum enrollment requirements for financial aid eligibility with degree-applicable courses.

A student may maintain maximum financial aid eligibility while enrolled in non-degree-applicable courses if the student meets the enrollment requirements for each respective Title IV program with degree-applicable courses. For instance, in order to be eligible for federal loans, a student must be enrolled at least half time. If half-time enrollment is defined as 6 credits per semester/term, the student must be enrolled in at least 6 degree-applicable credits to be eligible for federal loans. If a student enrolls in one 3-credit course that is degree-applicable and one 3-credit course that is not degree-applicable, the student will not be eligible for federal loans, even though the student is enrolled half time. Students should refer to the section titled Enrollment Status on page 64 to determine program credit requirements and their Degree Works degree evaluation in SharkLink to determine if the classes they have registered for are degree-applicable courses. Instructions on generating a Degree Works degree evaluation are available at <https://www.nova.edu/registrar/degreeworks.html>.

For information on sources of financial aid and application forms, please contact:

Nova Southeastern University  
Office of Student Financial Assistance  
3300 S. University Drive, Horvitz Administration Building Fort Lauderdale, Florida 33328  
Broward County: (954) 262-3380  
Miami-Dade County: (305) 940-6447, ext. 27410  
800-806-3680  
<http://www.nova.edu/financialaid/>

## FEES AND TUITION

NSU fees are annually approved by the Board of Trustees—in the spring—for the upcoming academic year. Rates are subject to change without notice. The below fees are assessed for all NSU students. Additional fees, such as acceptance, access, late registration, and lab fees, may be assessed by the student's college and/or program.

|  |  |
|--|--|
| Late Registration Fee  | \$200  |
| Student Services (\$300.00 for 3 credits or less and \$600.00 for 4 credits or more per term - maximum \$1800.00 per year) | \$300/<br>\$600  |
| Late Tuition and Fee Payment   | \$100  |
| Official Transcript Fee (printed/electronic)   | \$19.50/17   |
| Tuition  |  |
| DPA  | \$1,500  |
| One Year MBA & M.S. Real Estate Development (per credit)   | \$1,350  |
| All other programs unless noted above (per credit)   | \$1,057  |
| Student Health Insurance Fee   | Refer to<br><a href="https://www.nova.edu/bursar/health-insurance/mandatory-programs.html">https://www.nova.edu/bursar/health-insurance/mandatory-programs.html</a><br>for coverage period and applicable fees |

Tuition and fees are subject to change without notice. Student fees are due and payable at the beginning of each semester.

To avoid confusion on the matter of fees, students are encouraged to contact an academic advisor in the Office of Academic Advising. The late registration fee is charged anytime registration is initiated after the closing date of regular registration (excluding first time enrollments).

## INDEBTEDNESS TO THE UNIVERSITY

NSU offers to all students—on campus, online, clinical, or hybrid—the same quality education and many opportunities for student benefits depending on the educational modality selected. Therefore, the university sets the overall student fees on an aggregate, student-centric basis for the entire student body. The overall costs exceed the amount collected from student fees charged to all students.

These student fees are blended together to create 1NSU with high-tech systems, student activities, and many other essential student services that make a complete, integrated University. This mission transcends the development and ultimate determination of the amount of student fees for all students, irrespective of their choice of learning modality.

By registering for courses at Nova Southeastern University, the student accepts financial responsibility for payment of all institutional costs including, but not limited to, tuition, fees, housing, health insurance, and meal plan (if applicable), and any additional costs when those charges become due. Payment is due in full at the time of registration. NSU eBills are sent the middle of each month to the student's NSU email address. However, to avoid late charges, students should not wait for their billing statement to pay their tuition and fees. A student will not be able to register for future semesters until all outstanding balances from previous semesters have been paid in full. If a student has a balance 30 days after the start of the semester, a hold and a \$100 late fee will be placed on his or her account. This hold stops all student services, including, but not limited to, access to the NSU RecPlex, academic credentials, grades, and future registrations. It will remain on the student's account until the balance has been paid in full. Delinquent student account balances may be reported to a credit bureau and referred to collection agencies or litigated. Students with delinquent accounts will be liable for any costs associated with the collection of unpaid charges, including attorney fees and court costs. All registration agreements shall be construed in accordance with Florida law, and any lawsuit to collect unpaid fees shall be brought exclusively in the appropriate court sitting in Broward County, Florida, regardless of the student's domicile.

## **SCHOLARSHIPS**

Scholarship information is available on the Huizenga College of Business and Entrepreneurship website at: <http://www.business.nova.edu/current-students/scholarships.html>.

## **STUDENT HEALTH INSURANCE**

NSU requires all students to carry adequate health insurance coverage. Therefore, students will automatically be enrolled in the NSU Student Health Insurance Plan, and their student accounts will be charged when they register for classes. Students who already have health insurance must opt out of the NSU Student Health Insurance Plan each academic year by the given waiver deadline for their program. For detailed information, including waiver deadlines, access to the online waiver, NSU Student Health Insurance Plan features, costs, and more, students should visit the Bursar's website at <https://www.nova.edu/bursar/health-insurance/index.html>.

## **PAYMENT POLICY**

NSU requires tuition for all courses to be paid in full within the first 30 days (from the first day of the term) by one of the approved payment options. Approved payment options include check (payable to Nova Southeastern University), money order, credit card, third-party direct billing plans, and authorized financial aid. Check and credit card

payments can be made directly by the student via NSU eBill using their SharkLink ID and password at <https://sharklink.nova.edu/web/nsu/my-account>. Tuition discounts may not be used in conjunction with any other type of discount or when repeating a course.

Students who do not meet their financial obligations to the university will have an appropriate hold placed on their record. A late payment fee of \$100 will be charged if a student has a balance remaining after 30 days from the start of the term (note: start of term does not necessarily mean the first class meeting). Students may view their bill online via their NSU e-bill, accessible via their SharkLink account. Statements are not mailed out to students. All questions about student billing and accounts should be directed to the Bursar's Office at (954) 262-5200.

# **POLICIES AND PROCEDURES**

## **ACADEMIC PROGRESS**

Huizenga College students are expected to make reasonable progress toward completing degree requirements. An enrollment history containing multiple dropped courses, and/or incomplete grades are indicators of unsatisfactory academic performance and progress.

## **ACADEMIC STANDARDS**

### **MASTER'S DIVISION**

#### **GPA REQUIREMENT**

All HCBE graduate students must maintain a minimum cumulative grade point average (GPA) of 3.0 for the duration of their course of study in order to be considered in good academic standing. All course work taken at the Huizenga College of Business and Entrepreneurship are calculated into a student's GPA prior to degree conferral. Students whose cumulative GPA falls below a 3.0 minimum will be placed on academic probation for one semester. Students who have previously earned a graduate degree or certificate with HCBE will have a manual calculation of their course work completed to exclude courses applied toward a previously awarded program. Students who fail to raise their cumulative GPA to a 3.0 during the probation term will be suspended from the Huizenga College of Business and Entrepreneurship for the duration of two consecutive academic semesters. Academic standings are notated on a student's official transcript.

#### **ACADEMIC STANDING AND PROBATION**

Students will be placed on academic probation if their overall GPA falls below the requirements as indicated above for their program of study. Students who have previously earned graduate degree or certificate with HCBE will have a manual calculation of their course work completed to exclude courses applied toward a previously awarded program. Students who have two consecutive semesters of below standard cumulative GPA requirements will be suspended from the program for a period of two academic semesters. Students on probation may be required to retake courses in which substandard grades are earned in order to regain good academic standing. Substandard grades are identified as grades impacting the student record that have resulted in falling below the minimum GPA requirement as defined above. Upon placement of probation, students are to partner with their academic advisor to determine if their academic standing can be resolved in one term. If the standing will require more than one academic semester for remediation, the student is responsible for submitting a

Huizenga Student Success Plan and working with the academic advisor to identify an academic plan for remediation. Students must adhere to the criteria established in the Huizenga Student Success Plan to avoid automatically being placed on suspension or dismissal if their GPA remains below a 3.0 in the subsequent semester of enrollment. Students are advised to take courses under probation standing only when ready to devote maximum effort to their studies.

## CONTINUED PROBATION UPON READMISSION FROM ACADEMIC SUSPENSION

Students readmitted from suspension are subject to all current program policies and degree requirements. Readmitted students from suspension will automatically be placed on continued probation upon reentry into their program. Readmitted students from suspension will be required to meet with their Academic Advisor prior to registering to develop an academic success plan and monitor their progress. Students must repeat courses in which substandard grades were earned in order to regain good academic standing. If the student is unable to achieve and maintain good academic standing in their program during any semester following readmission, the Huizenga College of Business and Entrepreneurship reserves the right to permanently dismiss the student for substandard academic performance.

## NOTIFICATION OF PROBATION, SUSPENSION, AND DISMISSAL

Notification of probation, suspension, and dismissal is sent to the student's mailing address of record. Students are required to have read this catalog and be cognizant of the probation policies. Ignorance of the policy does not exempt the student from adherence. Students dismissed from any program within the Huizenga College of Business and Entrepreneurship are not eligible for admission into any other programs within the Huizenga College of Business and Entrepreneurship.

## APPEAL PROCESS FOR SUSPENSION

Appeals for academic suspension will only be considered in the event of exceptional circumstances and within 10 days from the end of the semester. Students with evidence of exceptional circumstances wishing to appeal their suspension must provide an electronic appeal letter to their assigned academic advisor. The appeal letter should clearly explain the extenuating circumstances and include supporting documentation, if necessary. The appeal letter should also address how the student's academic potential will improve in subsequent semesters and outline strategies for future academic success. Appeals are reviewed and granted at the discretion of the Director of Academic Advising. Students seeking an appeal are not guaranteed eligibility to maintain enrollment in the current term, or for enrollment in the subsequent semester.

## ACTIVE STATUS AND READMISSION

Please note that requirements for financial aid and immigration status are generally more stringent than the requirements for continuous registration as stated herein. Students are considered actively engaged in master's level study if they are enrolled in one or more courses at the Huizenga College in a given semester. Students who interrupt their studies for three consecutive semesters are considered inactive and will be withdrawn from their program.

Students seeking readmission will be required to meet the current Huizenga College Catalog standards for admission, matriculation, and graduation in effect at the time of readmission. The university reserves the right to not readmit students who were on academic probation at the time they interrupted matriculation, who were not in good financial standing, or who do not meet the current admission requirements as determined by the admissions committee. Students may seek readmission any time prior to the total time limit for the program. Readmission is not guaranteed.

## DOCTORAL DIVISION

### GPA REQUIREMENT

Doctorate students must maintain a minimum cumulative grade point average (GPA) of 3.0 for the duration of their course of study in order to be considered in good academic standing. All course work taken at the Huizenga College of Business and Entrepreneurship are calculated into a student's GPA prior to degree conferral. Students whose cumulative GPA falls below a 3.0 minimum will be placed on academic probation for one semester. Students who fail to raise their cumulative GPA to a 3.0 during the probation term will be suspended from the Huizenga College of Business and Entrepreneurship for the duration of two consecutive academic semesters. Academic standings are notated on a student's official transcript.

### ACADEMIC STANDING AND PROBATION

Students will be placed on academic probation if their overall GPA falls below the requirements as indicated above for their program of study. Students who have two consecutive semesters of below standard cumulative GPA requirements will be suspended from the program for a period of two academic semesters. Students on probation may be required to retake courses in which substandard grades are earned in order to regain good academic standing. Substandard grades are identified as grades impacting the student record that have resulted in falling below the minimum GPA requirement as defined above. Upon placement of probation, students are to partner with their academic advisor to determine if their academic standing can be resolved in one term. If the standing will require more than one academic semester for remediation, the student is responsible for submitting a Huizenga Student Success Plan and working with the academic advisor to identify an academic plan for remediation. Students must



adhere to the criteria established in the Huizenga Student Success Plan to avoid automatically being placed on suspension or dismissal if their GPA remains below a 3.0 in the subsequent semester of enrollment. Students are advised to take courses under probation standing only when ready to devote maximum effort to their studies.

## CONTINUED PROBATION UPON READMISSION FROM ACADEMIC SUSPENSION

Students readmitted from suspension are subject to all current program policies and degree requirements. Readmitted students from suspension will automatically be placed on continued probation upon reentry into their program. Readmitted students from suspension will be required to meet with their Academic Advisor prior to registering to develop an academic success plan and monitor their progress. Students must repeat courses in which substandard grades were earned in order to regain good academic standing. If the student is unable to achieve and maintain good academic standing in their program during any semester following readmission, the Huizenga College of Business and Entrepreneurship reserves the right to permanently dismiss the student for substandard academic performance.

## NOTIFICATION OF PROBATION, SUSPENSION, AND DISMISSAL

Notification of probation, suspension, and dismissal is sent to the student's mailing address of record. Students are required to have read this catalog and be cognizant of the probation policies. Ignorance of the policy does not exempt the student from adherence. Students dismissed from any program within the Huizenga College of Business and Entrepreneurship are not eligible for admission into any other programs within the Huizenga College of Business and Entrepreneurship.

## APPEAL PROCESS FOR SUSPENSION

Appeals for academic suspension will only be considered in the event of exceptional circumstances and within 10 days from the end of the semester. Students with evidence of exceptional circumstances wishing to appeal their suspension must provide an electronic appeal letter to their assigned academic advisor. The appeal letter should clearly explain the extenuating circumstances and include supporting documentation, if necessary. The appeal letter should also address how the student's academic potential will improve in subsequent semesters and outline strategies for future academic success. Appeals are reviewed and granted at the discretion of the DPA Program Director. Students seeking an appeal are not guaranteed eligibility to maintain enrollment in the current term, or for enrollment in the subsequent semester.

## ACTIVE STATUS AND READMISSION

Please note that requirements for financial aid and immigration status are generally more stringent than the requirements for continuous registration as stated herein.

Students are considered actively engaged in doctoral level study if they are enrolled in one or more courses at the Huizenga College in a given semester. Students who interrupt their studies for three consecutive semesters are considered inactive and will be withdrawn from their program.

Students seeking readmission will be required to meet the current Huizenga College Catalog standards for admission, matriculation, and graduation in effect at the time of readmission. The university reserves the right to not readmit students who were on academic probation at the time they interrupted matriculation, who were not in good financial standing, or who do not meet the current admission requirements as determined by the admissions committee. Students may seek readmission any time prior to the total time limit for the program. Readmission is not guaranteed.

## **ADDRESS AND NAME CHANGES**

It is the student's responsibility to ensure the university has the student's current contact information including mailing address, home telephone number, work telephone number, mobile number, and email address. Students may update their personal contact information (excluding name change) through SharkLink at <https://sharklink.nova.edu/cp/home/displaylogin>.

During enrollment at NSU, should a student's name legally change, the student should forward proper documentation (typically copy of the social security card) to the Registrar's Office so the student's records may be updated. A student's name will not be changed without official legal documentation. For detailed instructions on how to request a name change, visit <https://www.nova.edu/registrar/services/name-change.html>.

## **ATTENDANCE POLICY**

Students are expected to attend all scheduled class meetings. Students must clear any anticipated absence with their instructor (or the department chair if the instructor is unavailable) in advance. Preapproved clearance from class is at the discretion of the instructor. Excessive absences may affect a student's final course grade. Instructors are required to take attendance at each class session.

Nonattendance/nonparticipation does not constitute a drop or refund request. At the discretion of the professor and Program Office, students may be dropped from a course due to excessive absences and the aforementioned refund policies will be in effect.

## **CHANGE OF MAJOR**

Students who wish to change their major (degree program) or concentration within the Huizenga College of Business and Entrepreneurship must do so by notifying their

academic advisor. The student's record is re-evaluated for approval for the program in which they seek admission.

Students wishing to change programs to the Master of Public Administration, M.S. in Finance and Sustainability, M.S. in Philanthropy & Non-Profit Management, or M.S. in Real Estate Development program will need to satisfy additional requirements outlined in the admission's section of the catalog. Students seeking a change into these programs will need to work with their academic advisors. All graduate coursework taken at the Huizenga College of Business and Entrepreneurship is calculated into a student's cumulative GPA prior to degree conferral. This may affect a student's academic standing when a change of major (degree program) or concentration is fulfilled. Students who elect to change their major must be aware that they may lose credit for courses taken and may need to take additional courses, and the length of their program may change. See table of contents for academic standards.

## **CLASS BALANCING**

Students registered for classes may be moved into another section of the class to balance the instructor/student ratio of the courses. Students will be moved into the same format of the course, (e.g. from one online section into another or from one ground section into another of the same subject) offered at the same date and time.

## **CLASS CANCELLATIONS**

All classes offered are subject to cancellation at the discretion of the college.

## **COURSE FORMATS**

### **MASTER'S DIVISION**

The Huizenga College of Business and Entrepreneurship offers master's degree programs and graduate certificates in person as well as online. Dates for classes can be found in the schedule of classes called Course Wizard

<https://coursewizard.nova.edu/search>

### **WEEKNIGHT / WEEKEND**

Classes taught in person will be conducted in the evening or weekend hours. Evening classes are generally scheduled to meet for 4 hours for each of 8 evenings for a total of 32 hours or for 2 hours for 16 weeks in the fall and winter semesters. Courses for the Master of Accounting program generally meet for two and a half hours for 16 weeks totaling 40 hours. In the summer semester for all programs with the exception of the One Year MBA degree, classes are 8 and 12 weeks. Students in the One Year MBA will

take summer courses over two 7-week sessions. Please check the schedule of classes carefully to understand your class meeting choices. For all of the formats noted above, faculty will also require out of class activities via Canvas that may include the reading and discussion of articles, facilitated discussions, and other instructor-led activities to supplement the in-class instruction. Canvas is the online learning platform used by all NSU programs.

## **ONLINE**

Many of the master's courses at the Huizenga College of Business and Entrepreneurship are offered in an online format. The online format supports the university's mission of offering academic courses at times convenient to students and by employing innovative delivery systems. The courses have adopted all the rigors of ground-based courses, including identical learning outcomes, virtually the same syllabi and textbook requirements, identical distance library resources, and the same faculty pool.

All HCBE students are required to adhere to the technology requirements as stated in this publication. Meeting or exceeding these requirements allows students the opportunity to learn without the restrictions imposed by outdated technology. Mandatory chat sessions at defined and scheduled days and times are required in many degree programs and/or courses. Students are required to attend such sessions as defined by faculty.

## **DOCTORAL DIVISION**

### **ONLINE**

The HCBE offers doctoral degree program courses in an online (synchronous) format, primarily on Saturdays from 8:00 am to 5:00 pm. Attendance at on-campus end-of-term seminars may also be required periodically during the program. Dates for classes can be found in the schedule of classes called Course Wizard

<https://coursewizard.nova.edu/search>

All HCBE students are required to adhere to the technology requirements as stated in this publication. Meeting or exceeding these requirements allows students the opportunity to learn without the restrictions imposed by outdated technology. Mandatory chat sessions at defined and scheduled days and times are required in many degree programs and/or courses. Students are required to attend such sessions as defined by faculty.

# DEGREE CONFERRAL AND COMMENCEMENT

## DEGREE CONFERRAL REQUIREMENTS

### MASTER'S DIVISION

To be eligible for conferral of a master's degree or certificate, the student must fulfill the following requirements.

1. Gain full admission as a degree-seeking candidate.
2. Complete all curriculum and program requirements.
3. Satisfy cumulative and program GPA requirements of 3.0.
  - a. See policy regarding Repeating a Course
4. Earn no more than two grades of a C- or below in degree applicable coursework. This policy does not apply to certificate programs.
5. Complete the online Degree Application located at <https://www.nova.edu/sbin/dapp/degreeapp.pl>. Students should complete the form at the time of registration for their final term.
6. Fulfill all obligations to the library, the student's program, and the University.

### DOCTORAL DIVISION

To be eligible for conferral, students must fulfill the following requirements:

1. Gain full admission as a degree-seeking candidate.
2. Complete all curriculum and program requirements.
3. Achieve a cumulative GPA of 3.0 or higher.
4. Earn no more than two grades of B- or below in degree applicable coursework.
5. Pass the comprehensive examination.
6. Satisfy the doctoral closure seminar requirements.
7. Complete the online Degree Application located at <https://www.nova.edu/sbin/dapp/degreeapp.pl>. Students should complete the form at the time of registration for their final term.
8. Fulfill all obligations to the library, the student's program, and the University.

Successful completion of a Huizenga College doctoral degree culminates in the awarding of a diploma, validating the student's successful fulfillment of all graduation requirements.

## DEGREE CONFERRAL

NSU's Huizenga College awards 10 master's degrees: Master of Accounting, Master of Business Administration, Master of Public Administration, Master of Science in Business Agility and Innovation, Master of Science in Finance and Sustainability, Master of

Science in Human Resource Management, Master of Science in Philanthropy and Non-Profit Management, Master of Science in Professional Practice Management, Master of Science in Real Estate Development, and Master of Science in Sustainable Digital Marketing. Also, HCBE awards the Doctor of Public Administration degree. The diploma indicates the student has earned a degree in one of the areas listed; it does not indicate the concentration or major field of study. The academic transcript, the official record of academic achievement at NSU, indicates degree earned, major field of study, and concentration, if any.

Upon completion of all program requirements, NSU students must submit an application to receive their degree/diploma. Instructions relating to the submission of a degree/diploma application and additional information can be located on the University Registrar website at <https://www.nova.edu/registrar/instructions.html>. NSU students are expected to submit a degree application by the time they reach their final academic semester and must do so no later than one calendar year from the date all program requirements are successfully completed. Absent exigent circumstances as determined at the discretion of NSU, the failure to timely submit a degree/diploma application will constitute an abandonment of the degree and the student will be withdrawn from their academic program.

A student's degree is conferred once the student has met all of the graduation requirements for their chosen degree. Degrees are conferred on the last day of each month. Once all course grades for the degree are posted, applications for degree conferral take from 2-6 weeks to process. Applications for degree conferral or certificates and final grades must be received by the 7th day of the month in order for the degree to be conferred that same month. If the application or grades are posted after the 7th it may take until the end of the next month to be conferred. Digital diplomas are emailed to the personal email on record with the university by Parchment. Printed diplomas take 4-6 weeks after conferral to be mailed and are sent to the student's mailing address on record so long as there are no financial obligations associated with the student account. Additional details regarding diplomas can be found by visiting, <https://www.nova.edu/registrar/services/diplomas.html>.

Please note: Students should contact their academic advisor prior to registering for their second to last semester in order to ensure they are on track to complete all necessary degree requirements. Students should also check SharkLink to ensure their mailing address and all other contact information is current.

## COMMENCEMENT

Huizenga College students participate in an annual graduation ceremony in Broward County, Florida. Master's and doctoral students who have been conferred by March 30th of the current year and are in good academic standing are automatically invited to attend. Master's students who are expected to complete all degree requirements during the second eight week term of the winter semester (March – May) or summer semester (May - August) of the current year, are in good academic standing, and who have

submitted their degree application, are eligible to petition to attend the commencement ceremony via the Huizenga Commencement website -

<https://www.business.nova.edu/current-students/commencement/graduate.html>

Late petitions will not be accepted and there is no appeal process afforded to students. Students who do not meet the petition deadline will be considered for the next commencement ceremony. The date to petition can be located on the above-mentioned college commencement website.

Once an invitation has been extended to a student who meets the eligibility criteria for participation in the commencement ceremony, the invitation cannot be rescinded. Students will not be eligible to participate in any other commencement ceremony for the respective degree for which the invitation was extended.

## GRADUATION WITH HONORS

### **Beta Gamma Sigma**

The Mission of the International Honor Society Beta Gamma Sigma is to encourage and honor academic achievement in the study of business, to cultivate and celebrate leadership and professional excellence, to advance the values of the Society, and to serve its lifelong members.

Beta Gamma Sigma is The International Business Honor Society. Since 1913 we have recognized and honored top performing students from around the world in business schools accredited by The Association to Advance Collegiate Schools of Business ([AACSB](#)). We are also a proud member of the Association of College Honor Societies ([ACHS](#)). Through our dedication to providing lifetime value for our members, we work to bring programs, connections, benefits, and opportunities to every individual in our organization.

To be considered for initiation into Beta Gamma Sigma, students must have all course work finished by the end of March with an overall GPA of 3.80, and be invited to commencement. D.P.A, M.P.A. and M.S. Philanthropy students are not included. Eligible students will be emailed more information regarding membership by the second week of April.

For questions regarding Beta Gamma Sigma, please send an email to [betagammasigma@nova.edu](mailto:betagammasigma@nova.edu).

### **Pi Alpha Alpha – D.P.A and M.P.A. Students Only**

Pi Alpha Alpha is the national honor society formed to recognize and promote excellence in the study and practice of public affairs and administration. The organization encourages and recognizes outstanding scholarship and accomplishment in public affairs and administration.

Each year, upon the recommendation of the faculty, students are nominated for induction into Pi Alpha Alpha. Students are notified by e-mail if they are nominated to join Pi Alpha Alpha. To be considered for nomination, D.P.A. and M.P.A students must complete 18 credits of their program by the end of the Winter term each year and maintain a GPA of 3.7. Those students nominated to join Pi Alpha Alpha are invited to attend a special inductee ceremony typically held the week prior to commencement.

## **EXCUSED ABSENCE FOR RELIGIOUS HOLIDAY**

Students will need to refer to the NSU Student Handbook located at <https://www.nova.edu/studentaffairs/index.html> for the process to request an excused absence due to a religious holiday.

## **ENROLLMENT STATUS**

### **DEGREE PROGRAMS**

#### **MASTER'S DIVISION**

Students pursuing all programs must be registered for a minimum of nine credits per semester in order to be considered full-time status. Students enrolled in eight or fewer credits per semester will be considered part-time status. A minimum of six-degree applicable credits must be pursued to be considered half time and thus eligible for financial aid.

#### **DOCTORAL DIVISION**

Students pursuing the DPA must be registered for a minimum of eight credits per semester to be considered full-time status. Students enrolled in seven or fewer credits per semester will be considered part-time status. A minimum of four-degree applicable credits must be pursued to be considered half time and thus eligible for financial aid.

### **F1 VISA STUDENTS**

Students must maintain full-time enrollment of nine credits per semester. Only three of those nine credits may be taken in an online format. International students are required to start in the first term of fall or winter. The summer semester is not subject to the nine-credit requirement. Students should meet with the Office of International Students (OISS) regarding their I-20 status.



## TIME LIMIT

### MASTER'S DIVISION

The time limit for all master's degree programs is eight years and three years for all certificate programs from the first course taken. Students taking longer than the indicated time limit to complete the program of study, to include meeting graduation requirements, who have an active student record need to work with their academic advisor to obtain an extension on the program time limit to be applied to their degree audit.

Students who are classified as inactive by not enrolling in courses for three consecutive semesters must follow the process for readmission to the program before resuming their studies. Upon receipt of an application for readmission, the student file will be reviewed by the assistant dean/departments chair to determine if course work may need to be repeated. Active-duty military personnel required to interrupt their studies to undertake overseas assignments will be exempt from this policy. They will be required to produce appropriate evidence supporting this waiver of policy.

### DOCTORAL DIVISION

Students are expected to complete the doctoral program within six years of first matriculation of doctoral coursework. Requests for extensions to this time limit are made to the Doctoral Program Office and are only considered when the student can demonstrate satisfactory progress. If an extension is granted, the student is given a letter of agreement indicating his/her deadline and all remaining requirements. When there is insufficient progress, the student is dismissed from the program for failure to satisfy all program requirements within the time period allowed. Students must maintain their active status in the program by taking courses and participating in program activities. Students who are classified as inactive must follow the process for reinstatement to the program before resuming their studies.

Reinstated students may be required to retake course work that is more than four years old as a condition of their reinstatement to the program. All reinstated students will be subject to the specific course and degree requirements in effect at the time of their reinstatement to the program, as well as any specific requirements imposed as a condition for reinstatement. The signing of a letter of agreement regarding additional requirements and deadlines may be required.

The four-year period of validity of course work is also applicable to transfer credits at the time of admission to the program. Once accepted, transfer credits will age in the same fashion as credits taken at NSU dating from acceptance by NSU and placement on the student's transcript.

Active-duty military personnel required to interrupt their studies to undertake overseas assignments will be exempt from this policy. They will be required to produce appropriate evidence supporting this waiver of policy.

## LEAVE OF ABSENCE

A leave of absence (LOA) is a temporary period of time during which the student is not in attendance but is not considered withdrawn from the university. A student may request a leave when they can demonstrate an extenuating circumstance beyond the realm of their control. A request for leave due to poor academic performance, financial issues, or to delay the return of unearned Title IV funds is not considered an extenuating circumstance. Federal Guidelines state the maximum period of time allowed for an approved LOA is 180 days within a 12-month period. If the student is granted one LOA, and then is granted a second LOA, the total period of both LOAs cannot exceed 180 days within the 12-month period. Prior to a LOA, approval, the university must determine there is a reasonable expectation the student will return from the leave.

Students can review the conditions for a LOA, the steps for requesting a LOA, as well as retrieve the LOA form on the University Registrar's web site <https://www.nova.edu/registrar/policies/leave-of-absence-policy.html>.

## GRADING

### GRADING SYSTEM

| Grade |             | Quality Points |
|-------|-------------|----------------|
| A     | Excellent   | 4.0            |
| A-    |             | 3.75           |
| B+    |             | 3.5            |
| B     | Good        | 3.0            |
| B-    |             | 2.75           |
| C+    |             | 2.5            |
| C     | Poor        | 2.0            |
| C-    |             | 1.75           |
| F     | Failing     | 0.0            |
| NPR   | No Progress | 0.0            |
| PH    | High Pass   | 0.0            |
| P     | Pass        | 0.0            |

## GRADE POINT AVERAGE AND QUALITY POINTS

A student's academic standing for a specific semester or term is indicated by grade point average (GPA). The GPA is calculated based on letter grades and attempted credits. Overall academic standing is indicated by the cumulative GPA (CGPA). GPA calculations include all coursework in the Huizenga College of Business and Entrepreneurship, based on the following formulas and definitions.

- Quality points = A letter grade's numerical GPA value MULTIPLIED BY the number of credits assigned to the course
- GPA hours = Attempted credits, excluding withdrawals, successfully-completed pass/fail courses, and incompletes
- Current semester or term GPA = The total number of quality points for the semester or term DIVIDED BY the total GPA hours for the semester or term
- Cumulative GPA (CGPA) = Total quality points DIVIDED BY total GPA hours

**Note:** Students earn grades based on their performance relative to the established criteria and benchmarks for each class. Professors qualified to make that judgment assign student grades. Grade appeals follow the Grade Dispute Grievance Procedure in the Student Code of Conduct section of this catalog.

Students who register for a course and do not attend will receive a grade of F on their transcript. It is the student's responsibility to ensure he or she is officially dropped from a course. This is verified by viewing registrations in SharkLink.

The University Registrar records and maintains the official student progress records for the university. Official grades are posted at the end of each term.

## INCOMPLETE GRADE POLICY

A student who is unable to complete a course due to exceptional circumstances, such as medical emergency, may request an incomplete. The grade of Incomplete (I) will be granted only in cases of extreme hardship. In such cases, a student requiring an incomplete must submit a written appeal with full rationale to the course professor prior to the end of the course. The student does not have a right to an incomplete, which may be granted only when there is clear evidence of just cause at the discretion of the faculty member. A student who is absent at or misses the final examination without prior approval is not eligible to receive an incomplete unless extenuating circumstances exist at the discretion of the faculty member. In order to qualify for a grade of Incomplete (I), students must have completed over 50% of the graded work in the course and must have a passing grade in that work.

Should the student meet the incomplete policy criteria and the course professor agrees, the professor would prepare an incomplete contract. The incomplete contract must contain a description of the work to be completed and a completion date. The completion period should be the shortest time possible. In no case may the completion date extend beyond one term (two months). The incomplete contract must be submitted to the academic department offering the course no later than when final grades are due.

During the incomplete grade period, the student is required to engage in active communication with the professor to complete the remaining coursework.

Earning an Incomplete in a course may affect SAP and cause the loss of financial aid eligibility for the next academic year. Students are encouraged to consult with the Office of Student Financial Assistance regarding the impact on their financial aid.

The academic department offering the course monitors each incomplete contract. If a change of grade form is not submitted by the scheduled completion date, the grade will be changed automatically from I to F. When a student retakes the course, the higher of the earned grade will be calculated into the GPA. However, all grades will remain part of the student's academic transcript.

|   |                    |  |
|---|--------------------|--|
| I | Incomplete         | See incomplete grade policy  |
| F | Incomplete Failure | Given when students fail to satisfy an incomplete contract within the designated time period or when an incomplete contract has not been signed. |
| W | Withdrawal         | See drop and refund policies.  |

## REPEATING A COURSE

### MASTER'S DIVISION

A student who has earned the grade of A in a course may not repeat the same course for credit. If a student repeats a course one or two times, the highest grade of the attempts is calculated in the overall GPA. If a course is repeated three or more times (four or more attempts total), only the two lowest grades will be excluded from the GPA. All grades from attempts of the same course will remain on the transcript as a matter of academic record. However, course credit will only be calculated once towards degree completion. Failing grades earned by students found to have committed academic misconduct are not excluded from the GPA calculation.

A hold can be placed on the student record to prevent future enrollment once all degree requirements have been met and if a degree application has not been filed by the student to prohibit enrollment in future semesters providing the student meets criteria for degree conferral. Students seeking to repeat course work once all degree requirements

have been met will need to supply documentation to the Dean's Office regarding the need to repeat course work to improve the academic GPA.

## DOCTORAL DIVISION

A student who has earned a grade of B or higher in a course may not repeat the same course for credit. A student may repeat a course in which a grade of B- or lower has been earned but credit toward the degree and the GPA will be granted only once. The transcript will show both the original and repeat grades; however, only the higher grade will be calculated in the student's GPA. Students repeating a course must pay full course tuition and fees (tuition discounts are not granted.) Failing grades earned by students found guilty of academic misconduct are not excluded from the GPA

A hold can be placed on the student record to prevent future enrollment once all degree requirements have been met and if a degree application has not been filed by the student to prohibit enrollment in future semesters providing the student meets criteria for degree conferral. Students seeking to repeat course work once all degree requirements have been met will need to supply documentation to the Dean's Office regarding the need to repeat course work to improve the academic GPA.

## GRADE REPORTS

Students may view their grades online through SharkLink, located <https://sharklink.nova.edu>, typically 7 – 10 days after the end of the term (Master's: for eight-week classes October, December, March, May, and July; for full semester classes December, May, and August). Students may contact their academic advisor if grades are not posted by stated times. Students will not receive grade reports through regular mail.

Students who submit tuition and fees to their employer should use SharkLink to access the course fees and grades. Students may print out this information from SharkLink and submit it to their employer. If the employer requires additional information, students should contact the Office of the Registrar for assistance. However, if a student has a "hold" on their account then accessing grades will not be possible until the hold is cleared.

## **NSU LETTERHEAD AND OTHER OFFICIAL ATTRIBUTION**

NSU does not authorize the use of its letterhead or specifically endorse survey and research efforts unless these efforts have been reviewed, coordinated, and approved by university staff. Accordingly, students are not authorized to use NSU letterhead, or other logos that imply university endorsement, without written authorization from the respective Program Office.

## **NSU STUDENT EMAIL**

All NSU students are issued a university email account. The university email system is the primary method utilized to disseminate information to students related but not limited to notifications regarding registration, program changes, commencement, academic standing, and academic misconduct notifications. Students are expected to check their NSU email on a daily basis to remain informed regarding information related to their academic program. Failure to access and read NSU email does not excuse students from fulfilling their responsibilities.

## **STUDENT CODE OF CONDUCT**

### **CODE OF STUDENT CONDUCT**

In support of the Code of Student Conduct, any violations of the Code of Student Conduct and Academic Responsibility and/or university policies and procedures may result in disciplinary action and/or criminal prosecution. Students should refer to the full Code of Student Conduct and Academic Responsibility in the NSU Student Handbook found on the student affairs webpage (<https://www.nova.edu/studentaffairs/index.html>). Conduct standards, supplementary standards, and university policies and procedures are handled by NSU's Office of the Vice President of Student Affairs or by the individual colleges and schools, as deemed appropriate. Violations of academic conduct will be handled through the student's academic college.

### **HARASSMENT AND NON-DISCRIMINATION POLICIES**

Information on these and other policies can be found in the NSU Student Handbook at <https://www.nova.edu/studentaffairs/index.html>.

### **GRADE DISPUTE GRIEVANCE PROCEDURE**

Faculty members serve as the initial contacts for all grievances involving the fairness of a grade. Within 10 days of the grievance taking place, students should assemble and present evidence to the faculty to support the grievance. Such evidence may include but is not limited to copies of syllabi containing assignment due dates, grading criteria, grading weights, and other course detail; faculty to student emails potentially altering syllabi guidelines, and copies of web pages from Canvas or other learning management system that may differ in content from the course syllabus or other instruction. Upon receipt of the evidence by the faculty, the student and faculty should meet in person or via phone to discuss the grievance. At the conclusion of the meeting, the faculty member should write to the student outlining the final decision related to the grievance and reason(s) supporting the decision.

Students unable to resolve a grade grievance with their course faculty member may appeal to the appropriate Department Chair for the course within 10 days of receiving the grievance decision from the faculty. If the course faculty member is also the Department Chair, the student can appeal to the Assistant Dean. The student shall submit to the Department Chair or Assistant Dean all relevant evidence submitted to the faculty. Further, the student should include the final written decision of the faculty member with the appeal documentation. Upon receiving the appeal evidence from the student, the Department Chair or Assistant Dean will schedule an in-person or phone meeting with the student. During the meeting, details of the appeal will be discussed. The Department Chair or Assistant Dean will present the decision in writing to the student within 10 days of the appeal meeting.

After a student has appealed to the Department Chair, the student has the option to appeal to the Assistant Dean. The Assistant Dean reserves the right to consult with a faculty member from the academic department to provide guidance on academic related matters. In the event that the department chair was the faculty of record, and the second appeal was reviewed by the Assistant Dean, the student may request to have their appeal reviewed by the Dean of HCBE. This appeal must be made within 10 days of receiving the written decision from the Department Chair or Assistant Dean. All evidence and correspondence to date that is relevant to the appeal should be assembled and submitted to the Assistant Dean or Dean. The Assistant Dean or Dean will review the evidence and correspondence. Upon review, the Assistant Dean or Dean will render a decision in writing to the student, within 10 days from the conclusion of the appeal meeting. The decision will be considered binding and final.

Grievances must be initiated in a timely fashion adhering to the deadlines noted above in each step of the process. The student will forfeit all rights under the grievance procedure if each step is not followed within the prescribed time limit.

All issues pertaining to grievances on non-academic misconduct are handled by the Office of the Vice President for Student Affairs. The student should refer to the student handbook for policies and procedures on such matters.

## ACADEMIC MISCONDUCT

Nova Southeastern University has established clear expectations regarding student conduct and academic responsibility. When these standards are violated, significant disciplinary action can be expected, including expulsion from the university. Students are expected to abide by all university, college, school, and program rules and regulations as well as all federal, state, and local laws. Students are also expected to comply with the legal and ethical standards of their chosen fields of study.

Faculty members are committed to upholding the standards of academic integrity and do their utmost to prevent academic misconduct by being alert to its possibility. If academic misconduct is detected, the faculty member communicates with the student and imposes appropriate sanctions within the scope of the course. Faculty members are

required to report violations of academic integrity to their department chair who must then report it to the Office of the Assistant Dean. If the department chair is the instructor for the course, then the chair must report it to the Office of the Assistant Dean.

The academic leadership may impose institutional sanctions in addition to any imposed by the instructor within the classroom (hereafter referred to as within-class sanctions) in accordance with the Academic Misconduct Grievance Procedure located on page 74. Deans, assistant deans, or department chairs, at their discretion, may immediately suspend students pending a hearing on charges of violations. Sanctions may include academic misconduct warning, academic misconduct suspension, or academic misconduct dismissal, including notation on the student's academic transcript. Students found responsible for violations of academic integrity have the option of appealing the sanctions using the Academic Misconduct Grievance Procedure (page 74).

All academic misconduct grievances must begin at the first level contact. Grievances brought to higher level contacts without previously going through the appropriate grievance procedure will be referred to the appropriate step in the process, thus delaying problem resolution.

## ACADEMIC STANDARDS

At any given point of time, there is only one NSU Student Handbook in effect as posted at <https://www.nova.edu/studentaffairs/index.html> and it supersedes the details posted herewith.

The following acts violate the academic honesty standards:

- **Cheating:** intentionally using or attempting to use unauthorized materials, information, or study aids in any academic exercise
- **Fabrication:** intentional and unauthorized falsification or invention of any information or citation in an academic exercise
- **Facilitating:** Academic Dishonesty: intentionally or knowingly helping or attempting to help another to violate any provision of this code
- **Plagiarism:** the adoption or reproduction of ideas, words, or statements of another person as one's own without proper acknowledgment

Students are expected to submit tests and assignments that they have completed without aid or assistance from other sources. Using sources to provide information without giving credit to the original source is dishonest. Students should avoid any impropriety or the appearance thereof in taking examinations or completing work in pursuance of their educational goals.

Students are expected to comply with the following academic standards:



- Original Work:** Assignments, such as course preparations, exams, texts, projects, term papers, practicum, or any other work submitted for academic credit must be the original work of the student. Original work may include the thoughts and words of another author. Entire thoughts or words of another author should be identified using quotation marks. At all times, students are expected to comply with the university and/or program center's recognized form and style manual and accepted citation practice and policy. Work is not original when it has been submitted previously by the author or by anyone else for academic credit. Work is not original when it has been copied or partially copied from any other source, including another student, unless such copying is acknowledged by the person submitting the work for the credit at the time the work is being submitted, or unless copying, sharing, or joint authorship is an express part of the assignment. Exams and tests are original work when no unauthorized aid is given, received, or used before or during the course of the examination, reexamination, and/or remediation. Students' use of generative artificial intelligence (e.g., ChatGPT, Google Bard, Dall-E, Midjourney, etc.) or similar resources on any coursework or academic assessments without the prior permission of their faculty member, or the use of these resources in any way that violates the academic standards of NSU and/or a student's academic program, is expressly prohibited.
- Referencing the Works of another Author:** All academic work submitted for credit or as partial fulfillment of course requirements must adhere to each program center's specific accepted reference manuals and rules of documentation. Standards of scholarship require that the writer give proper acknowledgment when the thoughts and words of another author are used. Students must acquire a style manual approved by their center and become familiar with accepted scholarly and editorial practice in their program. Students' work must comport with the adopted citation manual for their particular center. At Nova Southeastern University, it is plagiarism to represent another person's work, words, or ideas as one's own without use of a center-recognized method of citation. Deviating from center standards (see above) is considered plagiarism at Nova Southeastern University.
- Tendering of Information:** All academic work must be the original work of the student. Knowingly giving or allowing one's work to be copied, giving out exam questions or answers, or releasing or selling term papers is prohibited. This includes the posting of course content, exam questions and/or answers, or other work submitted for academic credit to online sources or otherwise making such materials publicly available without the prior consent of appropriate faculty members and/or their academic program.
- Prohibited Acts:** Students should avoid any impropriety, or the appearance thereof, in taking examinations or completing work in pursuance of their educational goals. Violations of academic responsibility include, but are not limited to the following:

- Plagiarism
- Any form of cheating
- Conspiracy to commit academic dishonesty
- Misrepresentation
- Bribery in an attempt to gain an academic advantage
- Forging or altering documents or credentials
- Knowingly furnishing false information to the institution

Students in violation will be subjected to disciplinary action.

- **Additional Matters of Ethical Concern:** Where circumstances are such as to place students in positions of power over university personnel, inside or outside the institution, students should avoid any reasonable suspicion that they have used that power for personal benefit or in a capricious or arbitrary manner.

## ACADEMIC MISCONDUCT SANCTIONS

Academic misconduct in the classroom is first addressed by the instructor for within-class sanction(s). Students charged with academic misconduct will be notified in writing via email by the instructor and any further sanctions imposed by the institution will be communicated to the student by the Dean's office.

## ACADEMIC MISCONDUCT GRIEVANCE PROCEDURE

Students must follow the process and timeline noted below. The student may forfeit all rights under the grievance procedure if each step is not followed within the prescribed time limit.

### FOR WITHIN CLASS ACADEMIC MISCONDUCT CHARGE AND / OR SANCTION GRIEVANCES

#### Step One: Meet with the Instructor

Students must discuss their grievance with the instructor for the course as soon as feasible but no later than 10 days after receipt of the sanction's notification email from the instructor. The student must contact the instructor via email to set up a meeting to discuss the grievance.

#### Step Two: Meet with the Chair

Students who feel that their grievance was not satisfactorily resolved after meeting with the instructor should meet with the chair of the department that offers the course (or Assistant Dean if the course instructor is also the department chair). Students are eligible to appeal in the following circumstances:

1. There was a deviation from procedure by the instructor.
2. Evidence that wasn't available at the time of a decision being provided by the instructor is now available.
3. If the sanction applied to the violation may be considered disproportionate.

Students must send the following information to the chair/Assistant Dean using their NSU official email account. This information must be received no later than 10 days after the conclusion of Step One above.

1. Student Name
2. Student ID Number
3. Major/Program
4. Day/Evening Phone Number
5. Course CRN
6. Email Address
7. Instructor Name
8. Problem: Provide an explanation of the problem and include any pertinent documentation as support.
9. Action Requested: Provide an explanation of the requested action.
10. Prior Action Taken or any other pertinent information.

After receiving the communication from the student, the chair or assistant dean will communicate with the instructor and other parties involved. The instructor will provide a copy of all relevant documents to the chair or assistant dean, as needed. After reviewing the matter, within 10 days the chair or assistant dean will make a decision and inform the student, instructor, and the Office of the Dean.

### Step Three: Meet with Office of the Dean

Students who feel that their grievance was not satisfactorily resolved after meeting with the chair may request a final appeal hearing with a representative from the Dean's Office. All material detailed in step two above should be provided to the representative. The Dean's representative will conduct a review of all material and interview the student, instructor, or other parties as deemed appropriate. After reviewing the matter, within 10 days the Dean will make a decision and inform the student and instructor. The decision is final and binding and cannot be appealed further.

### FOR INSTITUTION IMPOSED ACADEMIC MISCONDUCT SANCTION GRIEVANCES REQUEST A HEARING BY THE AIC

In cases of institutional imposed sanctions which may be in addition to or in place of within-class sanctions levied by the instructor, (e.g., suspension, expulsion, and other sanctions) a student may appeal such sanctions as outlined below. This appeal will only address the sanction(s) and not whether academic misconduct took place, for this is only addressed in the within-class grievance process discussed earlier in this document. All appeals must be initiated within 20 days of the sanction notification letter.

The student may submit an appeal request in writing to the Office of the Dean for a hearing by the Academic Integrity Committee (AIC) with any new information and/or documentation. Students will be contacted through their NSU email account to establish a date to attend a hearing with the AIC. The AIC will be comprised of an appointee from the Office of the Dean, a representative from the applicable academic department offering the course where the academic misconduct occurred, and a faculty member from a different department in the college. The instructor of the course in question may not be part of the AIC.

Following review of the student's presentation and all the facts and findings pertinent to the matter, the AIC will make a recommendation to the Dean, who will then accept, reject, or modify the decision. This decision is final and binding and cannot be appealed further.

## ADMINISTRATIVE GRIEVANCE PROCEDURE

Administrative grievances are related to academic policies and administrative actions that are outside the classroom environment. Such grievances include requests for exceptions to administrative policies. Grievance procedures must be initiated in a timely fashion no later than 20 days after the end of the semester in which the grievance issue took place. The student may forfeit all rights under the grievance procedure if each step is not followed within the prescribed time limit. Students will complete a Request to Exception to Policy (REP) form located <https://www.business.nova.edu/current-students/index.html#StudentForms8> within the Student Forms area. The completed form along with supporting documentation will be submitted to the students assigned academic advisor within the 20-day time limit. The appeal packet will be reviewed by the Office of Academic Advising Appeal Committee and the determination will be relayed to the student through their NSU email.

# REGISTRATION

## DEGREE WORKS DEGREE EVALUATION

The Degree Works degree evaluation system allows students to compare their completed coursework against the degree requirements published in the college catalog. Degree works can be accessed through SharkLink located at <https://sharklink.nova.edu/cp/home/displaylogin>. Degree Works is not meant to replace your academic advisor or the catalog; it is a reference tool to help you track your progress towards degree completion. Degree Works degree evaluations are not official transcripts.

Students should consult their academic advisor for detailed program requirements and course options. For further information about Degree Works, please visit the Registrar's Web site <https://www.nova.edu/registrar/degreeworks> .

## REGISTRATION POLICY

Students are required to register themselves for courses via SharkLink located at <https://sharklink.nova.edu/cp/home/displaylogin> during the registration period. Students who have been placed on academic probation will need to complete a Student Transaction Form (STF) and submit the form to their Academic Advisor for processing. NSU employees who are also students will complete an STF and submit it to the University Registrar's Office for processing. An online STF can be accessed at <https://www.nova.edu/webforms/ess/student-transaction-form/>. NSU employees who are on probation should complete the PDF copy of the STF to minimize delays in processing of their registration as an advisor will need to sign off on the form. The PDF version of the STF can be located at <https://www.business.nova.edu/current-students/index.html#StudentForms8> under Student Forms.

In order to register for courses students will access SharkLink with their username and password. Students who have not met their financial obligations to the university may not register until all financial holds are removed. All questions about student billing and accounts should be directed to the Bursar's Office at (954) 262-5200.

## LATE REGISTRATION POLICY

Students are encouraged to register early in the published registration period to reserve their space in class(es). The late registration period follows the normal registration period. During the late registration period, students who have not yet registered for the term may register through SharkLink and/or their academic advisor; however, a late fee will be assessed (see Table of Contents for Student Fees). Students making a change to their schedules (switching classes, adding, or dropping a class) as well as new

students in their first term initiating registration during the late registration period will be exempt from the late registration fee. The Huizenga College reserves the right to refuse any late registrations during the late registration period. Consult the academic calendar located at <http://www.business.nova.edu/current-students/academic-calendars.html> for specific information pertaining to the dates.

Students who are receiving federal financial aid are encouraged to register a minimum of two weeks prior to the start of each semester in order to allow enough time for their financial aid to be processed.

Students cannot attend class sections for which they are not registered. No credit for work will be granted in a course for which a student is not registered.

## **AUDITING**

Students seeking to audit a course with the Huizenga College of Business and Entrepreneurship must obtain admission to the college. A course can only be audited on a space-available basis. Students must obtain signed approval from the instructor and the department chair or director via the course audit request form. The registration will not be processed until all non-audit students are registered. Registration for an audited class cannot be completed by the student and will be processed by an academic advisor with the submission of a student transaction form. Students are assessed full tuition for an audited class and are responsible for all university fees. A transcript will only reflect a grade of AU as no other grade is awarded for an audited class. Additional criteria regarding an audited class can be found on the University Registrar page <https://www.nova.edu/registrar/policies/course-audit-policy.html>

## **DROP/ADD AND WITHDRAWAL POLICY**

### **DROP AND ADD PERIODS**

The first week of each semester comprises the drop/add period. The drop/add is the designated time frame when course schedules may be edited without academic penalty. Students who add classes after classes have started are responsible for all course requirements. When adding classes during this time frame, the student should contact the course faculty to understand what work has been missed and further expectations for the course.

Dropping and/or adding courses will affect the student's enrollment status, tuition and/or fee charges and balances, eligibility for financial aid to include grant aid, loans, and scholarships, satisfactory academic progress (SAP), and loan deferment. Students electing to drop and/or add courses during this time frame should consult with their

academic advisor and the financial aid office to assess potential positive and negative consequences.

Master's students wishing to add, drop or withdraw from classes may do so by utilizing one of the following options:

1. Access SharkLink <https://sharklink.nova.edu/cp/home/displaylogin> if adding or dropping classes prior to the end of the add/drop period. (Students wishing to drop all classes should use option 2 or 3).
2. Complete a Student Transaction Form and submit it to an Academic Advisor via your NSU email or by fax to 954-262-3964. An STF can be downloaded by going to <https://www.business.nova.edu/current-students/index.html#StudentForms8>, expanding the Student Forms section and selecting on Student Transaction Form link. NSU employees who are also students will submit their STF to the University Registrar for processing. An online STF can be retrieved at <https://www.nova.edu/webforms/ess/student-transaction-form/>. (This is the only option available to students who have a hold, are dropping or withdrawing from all courses within that semester or are dropping or withdrawing from a workshop course).

A drop or withdrawal request must be received during the term in which the student is registered for the course, otherwise the drop or withdrawal request will not be considered. Nonattendance/nonparticipation does not constitute a drop or refund request. If a student wishes to drop or withdraw from a course, they must follow one of the Drop and Withdrawal policy options. Neglecting to do so will result in a failing grade for the course and no refund will be issued.

Please refer to the master's academic calendar for specific drop periods and corresponding refund percentages by term at: <http://www.business.nova.edu/current-students/academic-calendars.html>.

## **STUDENT ENROLLMENT AGREEMENT (SEA)**

As part of the registration process students must accept the Student Enrollment Agreement (SEA). The SEA requires students to agree with NSU standards and policies regarding course registration and withdrawal, financial responsibility, a release of liability, and more. Students registering for courses will be prompted to complete the form as part of the registration process on SharkLink (<https://sharklink.nova.edu/cp/home/displaylogin>).

Students must complete the SEA or course registration will not occur. For further information about the SEA, please visit the Registrar's Web site <https://www.nova.edu/registrar/services/sea.html>.

## **IMAGE USE STATEMENT**

As part of the Student Enrollment Agreement (SEA), which students are required to read and accept with their first registration each academic year, students consent to the following Image Use Statement:

I permit and authorize Nova Southeastern University (NSU) and its employees, agents, representatives, contractors, and personnel who are acting on behalf of NSU to take and/or obtain my photograph, name, alias, video and/or audio recording, or other likeness of myself, or any combination thereof, at any public NSU-related events or at any public areas on NSU's property (hereinafter "my likeness"). I further grant NSU permission to utilize my likeness for commercial purposes including publicity, marketing, and promotion for NSU and its programs, without compensation to me, to the extent permissible under the Family Educational Rights and Privacy Act (FERPA). I understand and consent to NSU copying, reproducing, and distributing my likeness in any media format. I further understand that my likeness may be subject to reasonable modification and/or editing and waive any right to inspect or approve the finished product or material in which NSU may eventually use my likeness. I acknowledge that NSU owns all rights to my likeness and understand that, although NSU will endeavor to use my likeness in accordance with standards of good judgment, NSU cannot warrant or guarantee that any further dissemination of my likeness will be subject to NSU's supervision or control. Accordingly, I release NSU from any and all liability related to the use, dissemination, reproduction, distribution, and/or display of my likeness in any media format, and any alteration, distortion, or illusionary effect of my likeness, whether intentional or otherwise, in connection with said use. I also understand that I may not withdraw my permission for use of my likeness which was granted.

## **REFUND POLICY**

Students are entitled to a full refund of all payments (excluding registration and application fee) if the registration is cancelled by the student prior to the end of the drop/add period. In addition, students will receive a full refund of tuition payments and registration fee paid (excluding application fee) if they do not meet minimum admission requirements, or for a cancelled course, seminar, or workshop. Students who complete a drop request are entitled to a tuition refund based on the academic calendar. Withdrawing from a course after the 50% refund window will result in no refund. Students will receive a grade of W, which will not impact their grade point average (GPA). Please refer to the academic calendar to determine the last day to withdraw from a course. The day the student drops or withdraws determines the refund amount.

Students enrolled in the One Year MBA and the M.S. Real Estate Development programs will have an advisor hold applied on the account upon the start of the academic semester. Schedule changes for these programs will be processed by the Office of Academic Advising. Students seeking to drop courses at a partial refund or



withdraw from a course will have the course dropped in accordance with the academic calendar.

One Year MBA students who have withdrawn from courses in a given semester will have effectively dropped out of the program cohort. Students who receive a partial refund for a course or drop out of the one-year cohort will have a financial hold applied to their student account for the assessment of equipment and books associated with the program. Students will have no more than 20 days from the conclusion of the semester to return the materials issued to them upon dropping their course or dropping out of the cohort in order to have fee assessment removed from the student account (books and case studies are not eligible for a refund). Any loss of equipment, damages, or theft will result in a replacement fee as reflected on the device contract issued and signed by the student.

M.S. Real Estate Development students who receive a partial refund for a course will have a financial hold applied to their student account for the assessment of equipment and books associated with the program. Students will have no more than 20 days from the conclusion of the semester to return the materials issued to them upon dropping their course in order to have fee assessment removed from the student account (books and case studies are not eligible for a refund). Any loss of equipment, damages, or theft will result in a replacement fee as reflected on the device contract issued and signed by the student.

Students with questions about a drop or withdrawal should contact their academic advisor for assistance. Students should also consult the Office of Student Financial Assistance on how dropping or withdrawing from their classes can affect not only current aid. The academic calendar can be accessed by visiting <http://www.business.nova.edu/current-students/academic-calendars.html>

Note: Students who are suspended or dismissed from their program of study due to academic misconduct will not receive a refund of tuition and fees.

Please refer to the master's and doctoral academic calendars for specific drop periods and corresponding refund percentages by term at: <http://www.business.nova.edu/current-students/academic-calendars.html>

## **STUDY ABROAD**

Students may consider pursuing a study abroad option for course credit. Students will work with the Office of International Affairs and the Office of Academic Advising to locate an approved institution and course(s) to fulfill this option. For coursework to transfer back to NSU, the course must be at the graduate level and related to a business discipline, equal to three course credits, and a grade of B or higher must be earned. Students are required to submit a detailed course syllabus as part of the review process and package. The department chair(s) overseeing the course(s) submitted for review retains final authority for approval or denial of course equivalency. Any courses

completed abroad without such approval in writing will not be approved under any circumstance.

A maximum of 6 graduate credits may be completed under the study abroad option and a student must be in good academic standing before initiating the study abroad process via their advisor.

## **WITHDRAWAL FROM THE UNIVERSITY**

Students who plan to withdraw from all courses during a semester and leave the university must submit a request in writing to their Academic Advisor before withdrawing. Students who have not enrolled for three consecutive semesters will become inactive and will not be eligible to enroll in courses. Students who withdraw from the university or who have become inactive must formally apply to be considered for readmission at a later date.

# DEGREE PROGRAMS

## MASTER OF ACCOUNTING

### Program Philosophy

The Master of Accounting program prepares students for accounting careers, enhances the knowledge of career professionals, and lays a prerequisite for more advanced accounting education through the use of flexible learning formats.

### PROGRAM LEARNING GOALS & OUTCOMES

1. **Accounting Knowledge:** Our students will apply accounting knowledge in the core sub-disciplines.  
*Learning Objective 1:* Our students will demonstrate competence in applying accounting knowledge attained in core accounting sub-disciplines.
2. **Critical Thinking:** Our students will be critical thinkers.  
*Learning Objective 1:* Students will apply critical thinking processes to evaluate complex problems.
3. **Communication:** Our students will be adept communicators.  
*Learning Objective 1:* Our students will deliver compelling oral presentations.  
*Learning Objective 2:* Our students will prepare a well-supported business document.
4. **Ethics:** Our students will be ethical in their professional decision making.  
*Learning Objective 1:* Our students will formulate ethical decisions in a professional context.

### CURRICULUM (30-51)

The Master of Accounting program is a 30-51 credit hour program.

#### Required Courses for All Students (15-36 credits)

|          |   |
|----------|---|
| ACT 5001 | Introductory Accounting (3) *                               |
| ACT 5004 | Cost Accounting (3) *                                       |
| ACT 5006 | Intermediate Accounting I (3) *                             |
| ACT 5007 | Intermediate Accounting II (3) *                            |
| ACT 5009 | Advanced Accounting (3) *                                   |
| ACT 5010 | Auditing (3) *  |
| ACT 5713 | Accounting Theory (3)                                       |
| ACT 5721 | Accounting Professional Ethics (3)                          |
| ACT 5725 | Financial Statement Analysis (3)                            |
| ACT 5730 | Accounting Analytics (3)                                    |
| ACT 5731 | Accounting Information and Control Systems (3) *            |
| TXX 5760 | Survey of Taxation: Individuals, Entities, and Property (3) |

In addition to the core courses above for the MACC, students will choose a major of study from the listing below.

**ACCOUNTING ANALYTICS (15 credits)**

- ACT 5741 Financial Reporting and Data Analytics (3)
- ACT 5743 Data Analytics in Auditing (3)
- BIA 5471 Digital Transformation and Analytics Strategy (3)
- BIA 5485 Data Mining and Predictive Analytics Fundamentals (3)
- ISEC 0615 Fundamentals of Cybersecurity (3) \*\*

\*\* Course is not eligible for HCBE tuition award.

**MANAGERIAL ACCOUNTING (15 credits)**

- ACT 5733 Advanced Managerial Accounting I (3)
- ACT 5735 Controllership (3)
- ACT 5736 Internal and Operational Auditing (3)
- ACT 5741 Financial Reporting and Data Analytics (3)

One elective, (3), from ACT or TXX prefix with a course number that begins with 57xx. A maximum of one course (3 credits) coming from HCBE graduate courses outside of accounting or taxation may be approved at the discretion of the accounting & taxation department chair.

**PUBLIC ACCOUNTING (15 credits)**

- ACT 5717 Forensic Accounting and Fraud Examination (3)
- ACT 5741 Accounting and Reporting Issues (3)
- ACT 5743 Data Analytics in Auditing (3)
- ACT 5753 Fund Accounting (3)

One elective, (3), from ACT or TXX prefix with course number that begins with 57xx. A maximum of one course (3 credits) coming from HCBE graduate courses outside of accounting or taxation may be approved at the discretion of the accounting & taxation department chair. Suggested elective for those not having taken business law before, ACT 5783 Modern Business Law for Accountants (3).

**TAX (15 credits)**

- TXX 5767 IRS Practice & Procedure (3)
- TXX 5769 Tax Planning & Research (3)
- TXX 5771 Partnership Taxation (3)
- TXX 5775 Corporate Taxation (3)

One elective, (3), from ACT or TXX prefix with course number that begins with 57xx. A maximum of one course (3 credits) coming from HCBE graduate courses outside of accounting or taxation may be approved at the discretion of the accounting & taxation department chair.

**Relevant elective courses for all MACC Majors include, unless otherwise noted:**

|          |  |
|----------|--|
| ACT 5717 | Forensic Accounting and Fraud Examination (3)                              |
| ACT 5733 | Advanced Managerial Accounting I (3)                                       |
| ACT 5735 | Controllership (3)   |
| ACT 5736 | Internal and Operational Auditing (3)                                      |
| ACT 5741 | Financial Reporting and Data Analytics (3)                                 |
| ACT 5742 | Contemporary Accounting Issues in Business (3)                             |
| ACT 5743 | Data Analytics in Auditing (3)   |
| ACT 5744 | Regulatory Issues for Accountants (3)                                      |
| ACT 5753 | Fund Accounting (3)  |
| ACT 5780 | Accounting Internship (3)  |
| ACT 5783 | Modern Business Law for Accountants (3)                                    |
| ACT 5791 | CPA Exam Review (Part 1 – FAR & AUD) (1.5)                                 |
| ACT 5792 | CPA Exam Review (Part 2 – REG & BEC) (1.5)                                 |
| TXX 5767 | IRS Practices and Procedures (3)   |
| TXX 5769 | Tax Planning & Research (3)  |
| TXX 5771 | Partnership Taxation (3)   |
| TXX 5775 | Corporate Taxation (3)   |
| FIN 5130 | Financial Management (3) ***   |
| MGT 5105 | Managing Organizational Behavior in a Dynamic and Complex World (3)<br>*** |
| MKT 5125 | Marketing Decisions for Managers (3) ***                                   |

**Total Curriculum Requirements: 30-51 credits**

**Note:** If the equivalent of any required graduate course was taken at the undergraduate level, courses must be substituted for elective courses. Students intending to qualify for the CPA exam should work closely with the Accounting Department to ensure their program will satisfy Florida requirements.

\* Course may be waived at the discretion of the department chair or designee. Waivers will only be considered when an equivalent course with a grade of C has been earned in the past 10 years. See Prerequisite Courses section on page 38.

\*\* Course is not eligible for HCBE tuition award.

\*\*\* Courses may be taken as electives with permission from the department chair.

## STEM DESIGNATED MACC MAJOR

The Huizenga College of Business and Entrepreneurship offers the Accounting Analytics major with a STEM-designation. Per the United States Department of Homeland Security, a STEM-designated program falls within one of the four categories of science, technology, engineering, and math. International students with an F-1 visa should consult with the Office of International Affairs to learn more about the benefits

available to them under Optional Practical Training (OPT) and STEM-designated majors.

## PROFESSIONAL CERTIFICATIONS

Accounting certification is one key measure of expertise, professionalism, and quality. The MACC program prepares students to become Certified Public Accountants (CPA), Certified Management Accountants (CMA), and Enrolled Agents (EA).

### **CERTIFIED PUBLIC ACCOUNTANT (CPA) EDUCATIONAL REQUIREMENTS (Florida)**

Listed verbatim below are the Florida educational requirements that an applicant needs to qualify as a candidate for the certified public accountants (CPA) examination as stated on the Florida Department of Business & Professional Regulation website.

- **PASS ALL FOUR PARTS OF CPA EXAMINATION:** with at least a 75% within 18 month rolling period.
- **ONE YEAR WORK EXPERIENCE:** Must be under the supervision of a licensed CPA (This experience can be obtained prior to the application, while sitting for the exam or after all four parts of the exam has been passed. However, requirements to sit for the exam must be met before work experience commences.)
- **TOTAL REQUIRED HOURS:** 150 semester or 200 quarter hours
- **TOTAL UPPER DIVISION ACCOUNTING HOURS:** 30 semester or 45 quarter to include the following: Taxation, Auditing, Financial, Cost/Managerial and Accounting Info Systems.
- **TOTAL UPPER DIVISION GENERAL BUSINESS HOURS:** 36 semester hours or 54 quarter hours to include the following: six (6) semester hours or eight (8) quarter hours of business law. One course can be at a lower level (freshman or sophomore), the other course must be upper division (junior level or higher). Business Law 1 and Legal Environment of Business are often considered duplicate.
- **Other important information:** These requirements include the requirement to sit for the CPA exam under the 120 semester or 160 quarter hour rule.

### **WORK EXPERIENCE RULE**

Individuals who sat for the CPA examination prior to 1984 must provide evidence of one year of public, academia, or industry accounting experience or one year of employment by a unit of federal, state, or local government in a position which required the use of accounting skills under the supervision of a licensed certified public accountant or approved chartered accountant.

In 2008 the Florida legislature expanded the work experience requirement to include all applicants for CPA licensure regardless of when the individual sat for the CPA examination. In addition to experience obtained in public accounting and government, the 2008 legislative change also allows experience obtained in industry and academia. Excess upper division accounting courses may be used to meet the general business requirement. However, elementary accounting classes are never acceptable for credit. Neither are courses for non-accounting majors nor any MBA courses that are equivalent to elementary accounting.

Graduates of a Master of Accounting Program offered through an accredited institution such as Nova Southeastern University are eligible to sit for the Certified Public Accountancy Examination in any U.S. State, its territories, the District of Columbia, and Puerto Rico. Students should note that requirements for professional licensure can vary drastically by state. Because these requirements can change frequently and often without notice, it is strongly encouraged and is the responsibility of the student to ensure the degree they earn will meet requirements for licensure in the state in which they seek to be licensed. The H. Wayne Huizenga College of Business and Entrepreneurship cannot confirm whether its Master of Accounting degree meets all of the licensure requirements in a student's state of residence. Students should refer to their state licensing body for further information. For licensing board contact information and approval status, please see below. <https://nasba.org/stateboards/>

Students are responsible for keeping current on state requirements. All inquiries concerning CPA requirements should be addressed to:

Florida Board of Accountancy 240 NW 76th Drive, Suite A Gainesville, FL 32607  
Phone: (850) 487-1395  
Fax: (352) 333-2508  
<http://www.myfloridalicense.com/DBPR/certified-public-accounting/licensure/>

## **CERTIFIED MANAGEMENT ACCOUNTANT (CMA) REQUIREMENTS**

Listed verbatim below are the requirements for the CMA.

1. The CMA is an international designation, and the ICMA establishes the requirements needed to sit for the CMA exam. Passing the CMA exam does not lead to licensure in a state as the CPA does. The educational requirements that ultimately must be fulfilled to earn the CMA designation are: Hold a bachelor's degree, in any area, from a regionally accredited college or university. Or
2. Pass the U.S. CPA examination or hold another professional qualification that is comparable to the CPA, CMA, CFM, etc. Or
3. Achieve a score in the 50th percentile or higher on the Graduate Management Admission Test (GMAT) or the Graduate Record Examination (GRE).

The ICMA does not specify any number of accounting and/or business credits to sit for the CMA examination. Furthermore, the ICMA requires that the education requirements be fulfilled within seven years of completing the CMA examination. They are not required to be completed at the time the candidate sits for the CMA exam. At present, the state boards of accountancy and the ICMA do not require candidates to have relevant work experience to sit for the CPA and CMA exams, respectively.

All inquiries regarding the CMA program should be addressed to:

Institute of Management Accountants

10 Paragon Drive

Montvale, New Jersey 07645-1718 (800) 638-4427

Website: <https://www.imanet.org/cma-certification?ssopc=1>

### **ENROLLED AGENT (EA)**

An enrolled agent is a person who has earned the privilege of representing taxpayers before the Internal Revenue Service and is the highest credential awarded by the IRS. To receive this credential, individuals must either pass a three-part comprehensive IRS test covering individual and business tax returns or have experience as a former IRS employee. In order to maintain this elite status, enrolled agents must adhere to ethical standards and complete 72 hours of continuing education courses every three years.

More information can be found at this link from the IRS website: <https://www.irs.gov/tax-professionals/enrolled-agents/enrolled-agent-information>



# MASTER OF BUSINESS ADMINISTRATION

## PROGRAM LEARNING GOALS & OUTCOMES

1. **Business Knowledge:** Our students will apply business knowledge in the core business disciplines.  
*Learning Objective 1:* Our students will demonstrate competence in applying business knowledge attained in core business disciplines.
2. **Critical Thinking:** Our students will be critical thinkers.  
*Learning Objective 1:* Students will apply critical thinking processes to evaluate complex problems.
3. **Communication:** Our students will be adept communicators.  
*Learning Objective 1:* Our students will deliver compelling oral presentations.  
*Learning Objective 2:* Our students will prepare a well-supported business document.
4. **Teamwork:** Our students will be team players.  
*Learning Objective 1:* Our students will collaborate on projects.

## ONE YEAR MBA CURRICULUM (30-39 CREDITS)

|          |   |
|----------|---|
| ACT 5001 | Introductory Accounting (3) *                                     |
| FIN 5008 | Business Finance (3) *  |
| QNT 5000 | Foundations of Business Statistics (3) *                          |
| MGT 5105 | Managing Organizational Behavior in a Dynamic & Complex World (3) |
| MKT 5125 | Marketing Decisions for Managers (3)                              |
| FIN 5130 | Financial Management (3)  |
| ACT 5140 | Accounting for Decision Makers (3)                                |
| ISM 5150 | Information Strategy for Digital Transformation (3)               |
| QNT 5160 | Analytical Modeling for Decision Making (3)                       |
| MGT 5170 | Applying Strategy for Managers (3)                                |
| ENT 5966 | Special Topics in Entrepreneurship (3)                            |
| XXX XXXX | Open elective course  |
| XXX XXXX | Open elective course  |

## PROFESSIONAL / ONLINE

### MBA CORE CURRICULUM (22-31 Credits)

|          |   |
|----------|---|
| ACT 5001 | Introductory Accounting (3) *                                     |
| FIN 5008 | Business Finance (3) *  |
| QNT 5000 | Foundations of Business Statistics (3) *                          |
| MGT 5001 | Developing Academic and Career Success (1) **                     |
| MGT 5105 | Managing Organizational Behavior in a Dynamic & Complex World (3) |
| MKT 5125 | Marketing Decisions for Managers (3)                              |
| FIN 5130 | Financial Management (3)  |
| ACT 5140 | Accounting for Decision Makers (3)                                |
| ISM 5150 | Information Strategy for Digital Transformation (3)               |
| QNT 5160 | Analytical Modeling for Decision Making (3)                       |
| MGT 5170 | Applying Strategy for Managers (3)                                |

\* Course may be waived at the discretion of the department chair or designee. Waivers will only be considered when an equivalent course with a grade of C has been earned in the past 10 years. See Prerequisite Courses section on page 38.

\*\*Students must take MGT 5001 in their first term.

In addition to the core courses above for the MBA, students will choose a major of study from the listing below. These classes are offered in the weekend, evening, or online formats, but not necessarily in all three.

### **BUSINESS (15 credits)**

- XXX XXXX Open elective course in HCBE excluding CHS, ISEC, MSIT, and MMIS prefixes (3)
- XXX XXXX Open elective course in HCBE excluding CHS, ISEC, MSIT, and MMIS prefixes (3)
- XXX XXXX Open elective course in HCBE excluding CHS, ISEC, MSIT, and MMIS prefixes (3)
- XXX XXXX Open elective course in HCBE excluding CHS, ISEC, MSIT, and MMIS prefixes (3)
- XXX XXXX Open elective course in HCBE excluding CHS, ISEC, MSIT, and MMIS prefixes (3)
- XXX XXXX Open elective course in HCBE excluding CHS, ISEC, MSIT, and MMIS prefixes (3)

### **BUSINESS INTELLIGENCE / ANALYTICS (15 credits)**

- BIA 5471 Digital Transformation and Analytics Strategy (3)
- BIA 5476 Data Management and Business Intelligence (3)
- BIA 5485 Data Mining and Predictive Analytics Fundamentals (3)
- BIA 5495 Business Intelligence Analytics Lab
- XXX XXXX Open elective course in HCBE excluding CHS, ISEC, MSIT, and MMIS prefixes (3)

### **COMPLEX HEALTH SYSTEMS (15 credits)**

- CHS 5050 Health Systems Management (3)
- CHS 5200 Financial Environment in Complex Health Systems (3)
- CHS 5300 Principles of Leading Changes, Collaboration, and Team Science in Complex Health Systems (3)
- CHS 5400 Translational Research in Complex Health Systems (3)
- CHS 5500 Practicum in Complex Health Systems (3)

**ENTREPRENEURSHIP (18 Credits)**

- ENT 5961 Foundations of Entrepreneurship and Innovation (3)
- ENT 5965 Product Innovation and Commercialization (3)
- ENT 5970 Entrepreneurship / Finance (in place of FIN 5130) (3)
- ENT 5975 The Startup Experience (3)

**Choose two**

- ENT 5966 Special Topics in Entrepreneurship (3)
- ENT 5899 Entrepreneurship Internship (3)
- XXX XXXX Open elective course in HCBE excluding CHS, ISEC, MSIT, and MMIS prefixes (3)
- XXX XXXX Open elective course in HCBE excluding CHS, ISEC, MSIT, and MMIS prefixes (3)

**FINANCE (15 credits)****Choose four from six**

- FIN 5504 Real World Finance and Sustainability (3)
- FIN 5515 International Finance in a Sustainable World (3)
- FIN 5540 Banking (3)
- FIN 5545 Financial Engineering (3)
- FIN 5550 Sustainable Investment Strategies (3)
- FIN 5570 Advanced Corporate Finance and Sustainability (3)

**Choose one from the following:**

- XXX XXXX Open elective course in HCBE excluding CHS, ISEC, MSIT, and MMIS prefixes (3)
- FIN 5580 Finance Internship (3)

**HUMAN RESOURCE MANAGEMENT (18 credits)**

- HRM 5310 Managing Human Resources (3)
- HRM 5360 Human Resource Development (3)
- HRM 5365 Talent Management (3)
- HRM 5375 Managing Total Rewards (3)
- HRM 5380 Employee Relations (3)

**Choose one**

- HRM 5355 Strategic Human Resource Management (3)
- MGT 5680 Master of Business Administration Internship (3) \*
- \*MBA/HRM students taking this course will encounter some HRM 5355 coursework.

**INTERNATIONAL BUSINESS (15 credits)**

- INB 5807 Foundations of Global Business (3)
- INB 5822 Globalization & Emerging Markets (3)
- INB 5827 Import/Export Principles and Practices (3)
- FIN 5515 International Finance in a Sustainable World (3)

**Choose one**

- MGT 5680 Master of Business Administration Internship (3)
- XXX XXXX Open elective course in HCBE excluding CHS, ISEC, MSIT, and MMIS prefixes (3)

**MANAGEMENT (15 credits)**

- HRM 5310 Managing Human Resources (3)
- MGT 5380 Building and Leading Teams (3)
- MGT 5631 Leading People and Organizations (3)
- MGT 5686 Leading Creativity and Innovation (3)
- XXX XXXX Open elective course in HCBE excluding CHS, ISEC, MSIT, and MMIS prefixes (3)

**MARKETING (15 credits)**

- XXX XXXX Open elective course in HCBE excluding CHS, ISEC, MSIT, and MMIS prefixes (3)

**Choose four**

- MKT 5200 Customer Value (3)
- MKT 5205 Consumer Behavior (3)
- MKT 5225 Social Media Marketing (3)
- MKT 5235 Global Marketing (3)
- MKT 5245 Marketing Research and Analytics (3)
- MKT 5255 Digital Marketing Analytics for Social Impact (3)
- MKT 5280 Marketing Internship (3)

**PROCESS IMPROVEMENT (15 credits)**

- PIM 5450 Quality Management (3)
- PIM 5455 Project Management (3)
- PIM 5460 Process Improvement Methods (3)
- PIM 5465 Process Improvement Practicum (3)
- XXX XXXX Open elective course in HCBE excluding CHS, ISEC, MSIT, and MMIS prefixes (3)

**SPORT REVENUE GENERATION (15 credits)**

- SPT 5910 Sport Sponsorship Design and Strategies (3)
- SPT 5920 Sport Ticketing, Concessions and Merchandise Management (3)
- SPT 5930 Sport Event and Fundraising Strategies and Techniques (3)
- SPT 5940 Sport Revenue Generation and Emerging Technologies (3)
- XXX XXXX Open elective course in HCBE excluding CHS, ISEC, MSIT, and MMIS prefixes (3)

**SUPPLY CHAIN MANAGEMENT AND OPERATIONAL SYSTEMS (15 credits)**

- SCM 5410 Supply Chain Operations Management (3)
- SCM 5415 Managing International Transportation & Logistics (3)
- SCM 5421 Supply Chain Information Systems (3)
- PIM 5455 Project Management (3)
- XXX XXXX Open elective course in HCBE excluding CHS, ISEC, MSIT, and MMIS prefixes (3)

**INTERNSHIP OPTION** – Students have the option to enroll in a three-credit Internship course as an open elective or as indicated above. Students interested in this option must speak to their Academic Advisor at least one term prior to registration.

## STEM DESIGNATED MBA MAJORS

The Huizenga College of Business and Entrepreneurship offers three MBA majors with a STEM-designation; Business Intelligences and Analytics, Process Improvement, and Supply Chain Management and Operational Systems. Per the United States Department of Homeland Security, a STEM-designated program falls within one of the four categories of science, technology, engineering, and math. International students with an F-1 visa, should consult with the Office of International Affairs to learn more about the benefits available to them under Optional Practical Training (OPT) and STEM-designated majors.

# MASTER OF PUBLIC ADMINISTRATION

## Program Philosophy

You want to change lives for the better, help families, and strengthen communities. Some of the best opportunities to do that are found at the state and local levels, as opposed to massive federal agencies. With more than 90,000 units of government at the state and local level in the United States, professionals like you are in high demand. Our M.P.A. will provide you with a foundation in advanced public administration skills, but with a more focused view on state and local administration. Our curriculum is designed to help you understand the social, economic, and political context in which public decisions are made. You'll receive instruction from faculty with public administration experience outside of the classroom, so that what you learn is practical and immediately useful.

In addition, you'll benefit from being part of a program that is accredited by NASPAA, which is widely considered the global standard in public service education. Upon completion of the program, you'll have obtained the skills necessary to lead public and community agencies and advance your professional career.

## PROGRAM LEARNING GOALS & OUTCOMES

1. **Public Sector Knowledge:** Our students will apply knowledge and skills in public policy and administration  
*Learning Objective 1:* Our students will demonstrate competence in applying public policy and administration theories, perspectives, and practices to enhance the policy process
2. **Analytical Decision-Making:** Our students will be analytical decision-makers  
*Learning Objective 1:* Students will apply financial, economic, statistical, and technological models to make evidence-based decisions on public sector projects
3. **Communication:** Our students will be effective communicators  
*Learning Objective 1:* Students will compose technically proficient and professional public sector documents appropriate for the intended audience.  
*Learning Objective 2:* Students will arrange and deliver persuasive and productive oral presentations to convey information and findings on public sector projects
4. **Critical Thinking:** Our students will be critical thinkers  
*Learning Objective 1:* Students will apply critical thinking processes to evaluate complex social problems within the public sector
5. **Ethical Leadership:** Our students will be ethical leaders  
*Learning Objective 1:* Students will employ effective, ethical leadership skills and community welfare principles to public sector situations

**MPA CURRICULUM (36 Credits)**

|          |  |
|----------|--|
| PUB 5409 | Public Administration in Theory and Application (3)        |
| PUB 5429 | Public Sector Statistical Analysis (3)                     |
| PUB 5438 | Public and Non-Profit Strategic Management (3)             |
| PUB 5439 | Administrative Law and Ethics in the Public Sector (3)     |
| PUB 5449 | Public Policy Analysis (3)                                 |
| PUB 5459 | Managing Information & Technology in the Public Sector (3) |
| PUB 5469 | Public Finance (3)   |
| PUB 5926 | Public Budgeting (3)                                       |
| PUB 5932 | Sustainable Community Development (3)                      |
| REE 5878 | Real Estate Development Process: Part I (3)                |

Select one of the following:

|          |   |
|----------|---|
| GIS 5866 | Intro to Geographic Information Systems (3) |
| PUB 5925 | Leadership Public Sector (3)                |

**CAPSTONE:**

Students must have completed 30 credit hours within the Public Administration Program prior to taking the capstone. Select one of the following:

|          |   |
|----------|---|
| PUB 5945 | Master of Public Administration Integrative Seminar (3) |
| PUB 5941 | Public Administration Internship (3)                    |

# MASTER OF SCIENCE IN BUSINESS AGILITY AND INNOVATION

## Program Philosophy

Today, businesses of all kinds face increasing external threats of competition and market disruption as well as other unexpected threats, such as COVID-19. The need to innovate rapidly and adapt quickly has become pervasive. Business agility is the way for leading businesses to become learning organizations that deliver fast and responsively, innovate and disrupt markets, and adapt their organization and culture. Business agility is the ability of a company to outlearn and outperform their competition by becoming a continuously learning organization.

The M.S. in Business Agility and Innovation is designed to provide graduates with the management and leadership knowledge and skills to enable organizations to:

1. Timely react to market and environmental changes and threats;
2. Adapt and change the organizational strategy, structure, and culture;
3. Assess and diagnose innovation at the individual, team, and organizational levels of the business;
4. Innovate and disrupt using business diagnostic and analytical tools; and deliver customized products/services designed to meet changing customer demands.

## PROGRAM LEARNING GOALS & OUTCOMES

1. **Business Agility and Innovation Knowledge:** Students will have knowledge of the functional areas of business agility and innovation.  
*Learning Objective 1:* Students can demonstrate knowledge on all functional areas of business agility and innovation.
2. **Critical Thinking:** Students will be critical thinkers.  
*Learning Objective 1:* Students will apply critical thinking skills to solve business agility and innovation problems.
3. **Leadership:** Students will be able to identify leadership skills.  
*Learning Objective 1:* Students will apply leadership principles that foster organizational commitment
4. **Communication:** Students will be adept communicators.  
*Learning Objective 1:* Students will prepare well-written business documents.  
*Learning Objective 2:* Students will deliver compelling oral presentations.



**CURRICULUM (31-34 CREDITS)**

|          |   |
|----------|---|
| FIN 5008 | Business Finance (3) *  |
| MGT 5001 | Developing Academic and Career Success (1) **                       |
| MGT 5105 | Managing Organizational Behavior in a Dynamic and Complex World (3) |
| MGT 5641 | Critical Thinking for Managers (3)                                  |
| PIM 5455 | Project Management (3)  |
| FIN 5130 | Financial Management (3)  |
| MKT 5125 | Marketing Decisions for Managers (3)                                |
| MGT 5631 | Leading People and Organizations (3)                                |
| MGT 5686 | Leading Creativity and Innovation (3)                               |
| MGT 5682 | Principles of Leading Changes, Collaboration, and Team Science (3)  |
| BIA 5471 | Digital Transformation and Analytics Strategy (3)                   |
| HRM 5390 | Advanced Organizational Development (3)                             |

\* Course may be waived at the discretion of the department chair or designee. Waivers will only be considered when an equivalent course with a grade of C has been earned in the past 10 years. See Prerequisite Courses section on page 38.

\*\*Students must take MGT 5001 in their first term.

# MASTER OF SCIENCE IN FINANCE AND SUSTAINABILITY

## Program Philosophy

We believe that putting the needs of people and the planet ahead of profit can harness the power of business to deliver better outcomes. And we are excited that sustainability has moved from a niche concept to a globally recognized strategic priority, increasingly viewed as essential to business operations and success.

Employers now recognize the significant role business will play in combating climate change, and major investment firms are listening to pressure from regulators, investors, and consumers who want to put their money into socially responsible ventures. The demand for finance professionals with expertise in sustainable practices is increasing.

The M.S. Finance and Sustainability aims to provide students with both the knowledge and technical skills required to pursue careers in investment banking, portfolio management, and financial analysis in both public and private firms. The program's unique feature is the focus on sustainability and sustainability management, which involves the application of business practices to helping people make decisions that impact the triple-bottom line of people, planet, and profit. This is a specialized degree program that has more depth than a typical M.B.A. in finance degree program. It provides the students with a strong analytical background in finance with application to sustainability management in the health professions, tourism and hospitality, and marine biology-related industries.

## PROGRAM LEARNING GOALS & OUTCOMES

1. **Finance Knowledge:** Our students will apply their knowledge of theories and practices in financial management and sustainability. *Learning Outcome 1:* Our students will demonstrate competence in applying financial knowledge and sustainability.
2. **Critical Thinking:** Our students will be critical thinkers. *Learning Outcome 1:* Students will apply critical thinking processes to evaluate complex problems in financial management and investment situations.
3. **Communication:** Our students will be adept communicators. *Learning Outcome 1:* Our students will deliver compelling oral presentations.  
*Learning Outcome 2:* Our students will prepare a well-supported business document.
4. **Teamwork:** Our students will be team players.  
*Learning Outcome 1:* Our students will collaborate on projects.

**CURRICULUM (30 - 42 CREDITS)**

M.S. Finance and Sustainability Core (12-24 Credits)

Micro or Macro Economics (3) \*

ACT 5001 Introductory Accounting (3) \*

FIN 5008 Business Finance (3) \*

QNT 5000 Foundation of Business Statistics (3) \*

ACT 5140 Accounting for Decision Makers (3)

ECN 5060 Economics of Sustainability (3)

FIN 5130 Financial Management (3)

FIN 5595 Finance Research Methods (3)

Select 6 from the following:

FIN 5504 Real World Finance and Sustainability (3)

FIN 5515 International Finance in a Sustainable World (3)

FIN 5540 Banking (3)

FIN 5545 Financial Engineering (3)

FIN 5550 Sustainable Investment Strategies (3)

FIN 5570 Advanced Corporate Finance and Sustainability (3)

FIN 5590 Quantitative Financial Analysis (3)

FIN 5580 Finance Internship (3)

REE 5880 Real Estate Finance (3)

REE 5887 Real Estate Investments (3)

PUB 5469 Public Finance (3)

\* Course may be waived at the discretion of the department chair or designee. Waivers will only be considered when an equivalent course with a grade of C has been earned in the past 10 years. See Prerequisite Courses section on page 38.

# MASTER OF SCIENCE IN HUMAN RESOURCE MANAGEMENT

## Program Philosophy

The overriding goal of the program is to prepare human resource management professionals and those in support services with the knowledge to enhance their organizations' effectiveness. Students learn the importance of treating human resources as significant elements in the attainment of organizational goals and objectives.

## PROGRAM LEARNING GOALS & OUTCOMES

1. **Business Knowledge:** Students have a knowledge of the functional areas of HR.  
*Learning Objective 1:* Students are able to pass a knowledge test on the functional areas of HR.
2. **Critical Thinking:** Students are critical thinkers.  
*Learning Objective 1:* Students use critical thinking skills to solve HR problems.
3. **Ethics:** Students will be ethical decision makers.  
*Learning Objective 1:* Students will apply ethical framework to HR decisions.
4. **Communication:** Students will be adept communicators.  
*Learning Objective 1:* Students will prepare well-written business documents.  
*Learning Objective 2:* Students will deliver compelling oral presentations.

## CURRICULUM (31 CREDITS)

|          |   |
|----------|---|
| MGT 5001 | Developing Academic and Career Success (1) *                          |
| MGT 5105 | Managing Organizational Behavior in a Dynamic and Complex World (3) * |
| HRM 5310 | Managing Human Resources (3) *  |
| HRM 5320 | Career Development (3)  |
| HRM 5341 | Human Resources Analytics (3)   |
| HRM 5360 | Human Resource Development (3)  |
| HRM 5365 | Talent Management (3)   |
| HRM 5375 | Managing Total Rewards (3)  |
| HRM 5380 | Employee Relations (3)  |
| HRM 5390 | Advanced Organizational Development (3)                               |

Select one of the following two courses:

|          |  |
|----------|--|
| HRM 5355 | Strategic Human Resource Management (3)          |
| MGT 5680 | Master of Business Administration Internship (3) |

## Notes:

\* Students are encouraged to take MGT 5105, MGT 5001, and HRM 5310 in their first term.

# MASTER OF SCIENCE IN PHILANTHROPY AND NON-PROFIT MANAGEMENT

## Program Philosophy

The Philanthropy and Non-profit Management program is designed for in-service professionals who wish to enhance their management skills and aspire to advance to leadership positions in the non-profit sector.

The program offers graduate courses in leadership, non-profit management, program assessment, strategic planning, and other topics essential for effective management in the non-profit sector. By completing the Master of Science degree, students will enhance their analytical and critical thinking skills to improve their organizations and to achieve their professional goals.

## PROGRAM LEARNING GOALS & OUTCOMES

1. **Philanthropy & Non-Profit Management Knowledge:** Our students will apply knowledge and skills in philanthropy and non-profit management.  
*Learning Outcome 1:* Our students will demonstrate competence in applying cause-selling strategies and non-profit management best practices attained in core non-profit disciplines.
2. **Communication:** Our students will be effective communicators.  
*Learning Outcome 1:* Students will compose technically proficient and professional documents appropriate for the intended audience.  
*Learning Outcome 2:* Students will arrange and deliver persuasive and productive oral presentations utilizing non-profit and fundraising best practices to convey information for funding and messaging.
3. **Critical Thinking:** Our students will be critical thinkers.  
*Learning Outcome 1:* Students will apply critical thinking processes to evaluate complex problems within the non-profit sector.
4. **Collaboration:** Our students will be active collaborators.  
*Learning Outcome 1:* Students will apply inclusion principles to create partnerships and collaborate on projects.

## M.S. PHILANTHROPY & NON-PROFIT MANAGEMENT CURRICULUM (30 Credits)

|          |   |
|----------|---|
| GIS 5866 | Intro to Geographic Information Systems (3)                             |
| PNP 5901 | Introduction to Non-Profit Management (3)                               |
| PNP 5902 | Grant Development in the Non-Profit Sector (3)                          |
| PNP 5903 | Comparative and Cross-cultural Perspectives for Non-Profits (3)         |
| PNP 5904 | Non-Profit Governance (3)   |
| PNP 5905 | Financial Management and Sustainability for Nonprofit Organizations (3) |
| PNP 5906 | Major Gifts, Planned Giving, and Building Endowments (3)                |
| PNP 5419 | Non-Profit Human Resource Management (3)                                |
| PNP 5927 | Evaluation of Non-Profit Policies and Programs (3)                      |

PUB 5438 Public and Non-Profit Strategic Management (3)

# MASTER OF SCIENCE IN PROFESSIONAL PRACTICE MANAGEMENT

## Program Philosophy

Professions as diverse as medicine, dentistry, law, accounting, architecture, and engineering create opportunities for trained professionals to manage a practice. While in the early years, a practice can thrive with only a small core number of clients, after a few years, owners and managers of these practices seem to face a number of common challenges. Such professionals quickly realize that they need to develop business and management skills or they need to have talented staff trained in such business and management skills in order to be successful.

Challenges across all professions include, but are not limited to, a constantly changing environment, profit margin erosion, talent acquisition, management and retention, operations management, client acquisition, marketing, increasing complexity of technology, cost control, billing and collection, Increasing pace of legal and regulatory change, cybersecurity and data privacy, workflow and efficiency, and market differentiation.

The M.S.-PPM is designed to provide graduates with the management and leadership knowledge and skills to create and/or effectively manage and expand a professional practice. The program offers two overlapping but separate concentrations:

- General professional practices such as law, accounting, architecture, engineering – all share similar sets of management skills (in addition to domain specific knowledge/experience)
- Health/Medical practices such as medical, dental, psychology, optometry – all require a similar set of management skills and additional health-specific management skills/knowledge (in addition to domain specific knowledge/experience)

## PROGRAM LEARNING GOALS & OUTCOMES

1. **Critical Thinking:** Students will be critical thinkers.  
*Learning Objective 1:* Students apply critical thinking skills to solve practice management problems.
2. **Leadership:** Students will be able to identify leadership skills.  
*Learning Objective 1:* Students will apply leadership skills to foster and sustain shared commitment to organizational goals.
3. **Ethics and Professionalism:** Students will be ethical decision makers.  
*Learning Objective 1:* Students will apply an ethical framework to professional practice management decisions.
4. **Communication:** Students will be adept communicators.  
*Learning Objective 1:* Students will prepare well-written business documents.  
*Learning Objective 2:* Students will deliver compelling oral presentations.

## **CURRICULUM (31-37 CREDITS)**

### **Required Courses for All Students (19-25 credits)**

|          |   |
|----------|---|
| ACT 5001 | Introductory Accounting (3) *                                       |
| FIN 5008 | Business Finance (3) *  |
| MGT 5001 | Developing Academic and Career Success (1) **                       |
| MGT 5685 | Professional Practice Management (3)                                |
| MGT 5105 | Managing Organizational Behavior in a Dynamic and Complex World (3) |
| FIN 5130 | Financial Management (3)  |
| MKT 5125 | Marketing Decisions for Managers (3)                                |
| HRM 5310 | Managing Human Resources (3)  |
| MGT 5631 | Leading People and Organizations (3)                                |

\* Course may be waived at the discretion of the department chair or designee. Waivers will only be considered when an equivalent course with a grade of C has been earned in the past 10 years. See Prerequisite Courses section on page 38.

\*\*Students must take MGT 5001 in their first term.

### **CONCENTRATION COURSES (12 credits)**

#### **General Professional Practice: Select four**

|          |   |
|----------|---|
| ACT 5140 | Accounting for Decision Makers (3)                          |
| ACT 5783 | Modern Business Law for Accountants (3)                     |
| ISM 5150 | Information Strategy for Digital Transformation (3)         |
| MGT 5680 | Master of Business Administration Internship (3)            |
| PIM 5450 | Quality Management (3)                                      |
| ENT 5961 | Foundations of Entrepreneurship and Innovation (3)          |
| TXX 5760 | Survey of Taxation: Individuals, Entities, and Property (3) |

#### **Health/Medical Professional Practice: Select four**

|          |   |
|----------|---|
| ACT 5140 | Accounting for Decision Makers (3)                          |
| CHS 5200 | Financial Environment in Complex Health Systems (3)         |
| CHS 5210 | Billing, Coding and Collection in Healthcare (3)            |
| MGT 5680 | Master of Business Administration Internship (3)            |
| MI 5120  | Management Information Systems in Health Care (3) *         |
| PIM 5450 | Quality Management (3)                                      |
| ENT 5961 | Foundations of Entrepreneurship and Innovation (3)          |
| TXX 5760 | Survey of Taxation: Individuals, Entities, and Property (3) |

\* Course is not eligible for HCBE tuition award.



# MASTER OF SCIENCE IN REAL ESTATE DEVELOPMENT

## TERRY W. STILES SCHOOL OF REAL ESTATE DEVELOPMENT

The Terry W. Stiles School of Real Estate Development was formed to honor the memory and the legacy of Terry Stiles as a visionary real estate developer and Broward County business leader. He was instrumental in developing the curriculum, served as a member of the M.S. RED Advisory Board, and regularly participated in program related events, classes, site tours, competitions, and guest lectures. He also provided ongoing guidance and financial support to the program. Students and faculty found him to be a ready resource by serving as a personal and professional mentor to numerous students. Many of these NSU graduates remark that he helped guide them far beyond graduation.

A permanent endowment fund has been created to be used for scholarships that will be awarded to top performing students in the Master of Science in Real Estate Development Program

## PROGRAM LEARNING GOALS & OUTCOMES

1. **Business Knowledge:** Our students will demonstrate knowledge and skills in real estate development.  
*Learning Outcome 1:* Our students will demonstrate competence in applying real estate development concepts, knowledge, and practices
2. **Analytical Decision-Making:** Our students will be analytical decision maker  
*Learning Outcome 1:* Students will evaluate financial and market data to implement technology and data-supported solutions to real estate projects
3. **Communication:** Our students will be effective communicators  
*Learning Outcome 1:* Our students will compose technically proficient and effective real estate related business documents  
*Learning Outcome 2:* Our students will prepare and deliver effective and persuasive oral presentations to convey information on real estate projects
4. **Critical Thinking:** Our students will be critical thinkers  
*Learning Outcome 1:* Students will apply critical thinking processes to evaluate complex real estate development projects

## REAL ESTATE CURRICULUM (30 Credits)

|          |  |
|----------|--|
| GIS 5867 | Geographic Information Systems (3)           |
| REE 5862 | Real Estate Market Analysis (3)              |
| REE 5864 | Real Estate Development Software (3)         |
| REE 5865 | Real Estate Construction Principles (3)      |
| REE 5878 | Real Estate Development Process: Part I (3)  |
| REE 5879 | Real Estate Development Process: Part II (3) |
| REE 5880 | Real Estate Finance (3)                      |
| REE 5881 | Real Estate Law and Ethics (3)               |
| REE 5887 | Real Estate Investments (3)                  |
| REE 5895 | Real Estate Financial Modeling (3)           |

**At the sole discretion of M.S. RED Director, one (or more) of the following courses may be substituted in place of one (or more) of the other M.S. RED courses.**

|          |   |
|----------|---|
| GIS 5866 | Intro to Geographic Information Systems (3) |
| GIS 5868 | Advanced GIS (3)                            |
| GIS 5869 | Alternates in GIS (3)                       |
| GIS 5870 | Geospatial Statistics in GIS (3)            |
| REE 5866 | Real Estate Special Topics (3)              |
| REE 5899 | Real Estate Development Internship (3)      |

Total Curriculum Requirements: 30 credits

# MASTER OF SCIENCE IN SUSTAINABLE DIGITAL MARKETING

## Program Philosophy

Businesses now recognize the need for not only profit driven strategies, but strategies to include people and the planet. Sustainability is a foundational principle in companies today. The skills students need have to expand to include the ever-burgeoning use of digital media as a business source. This creates the need for digital marketing strategies that communicate this concept. The degree in sustainable digital marketing is well suited to the HCBE strategic plan. It is an innovative program and will help our students be “the Best **for** Our World <sup>TM</sup>.” The HCBE Vision states that, “Graduates of HCBE will innovate, influence, and transform organizations that are “Best **for** Our World <sup>TM</sup>.” Our students will have the knowledge and skill to transform a company’s way of doing business.

## PROGRAM LEARNING GOALS & OUTCOMES

1. **Digital Marketing Knowledge:** Students have a knowledge of the functional areas in digital marketing.  
Learning Objective 1: Students can demonstrate knowledge of all areas of digital marketing.
2. **Critical Thinking:** Students are critical thinkers.  
Learning Objective 1: Students use critical thinking skills to solve digital marketing problems.
3. **Analytical Skills:** Students will be analytical thinkers.  
Learning Objective 1: Students will apply analytical skills to digital marketing problems.
4. **Communication:** Students will be adept communicators.  
Learning Objective 1: Students will prepare well-written business documents.

## CURRICULUM (30 CREDITS)

|          |   |
|----------|---|
| MKT 5125 | Marketing Decisions for Managers (3)  |
| MKT 5205 | Consumer Behavior (3)   |
| MKT 5245 | Marketing Research and Analytics (3)  |
| MKT 5255 | Digital Marketing Analytics for Social Impact (3)                                       |
| MKT 5256 | Content Marketing for Brand Awareness and Social Empowerment (3)                        |
| MKT 5257 | Digital Marketing for Community Engagement & Sustainability (3)                         |
| MKT 5258 | Lead Generation Strategies for Prosocial Commerce (3)                                   |
| MKT 5259 | Social Customer Care for Community Involvement, Lasting Relationships, and Advocacy (3) |
| MKT 5270 | Managing Marketing Communications (3)   |
| BIA 5485 | Data Mining and Predictive Analytics Fundamentals (3)                                   |

## **CERTIFICATES**

Students may elect to focus their non-degree seeking studies in a number of certificate areas. Certificates require that 12-36 credits be taken within a specific content area. A notation of a certificate area is indicated on a student's transcript and a certificate is awarded to the student. Students must adhere to identical admission criteria as degree-seeking students.

Certificate courses may not be taken while completing graduate degree courses. Students may apply appropriate certificate courses toward the completion of a master's degree if financial aid was not used to help pay tuition and other fees; and if the certificate courses are transferred before completion of the certificate. Students cannot transfer certificate courses toward a master's degree after the awarding of the certificate.

Grades earned in certificate courses calculate into a student's Graduate GPA unless the student has his or her certificate conferred prior to taking the courses. In addition, certificate courses that calculate into the students' GPA are subject to all Academic Standards requirements (see Table of Contents for Academic Standards). Students pursuing a degree are not eligible to get a certificate if those courses are part of their degree. An exception to this is if a student is pursuing an open elective course as part of one major and completes a course that is included in a different major. Students wishing to pursue multiple certificates that have shared courses will be waived one course (3 credits) in the additional certificate area. The result is a minimum of 12 new credits must be earned in the additional certificate. The department chair overseeing the certificate will select the course substitutions.

Students must complete the certificate program in a maximum of three years. Some certificate programs require foundation and/or prerequisite requirements and course descriptions should be reviewed. Below are the certificates currently available. Most certificates are available online or on ground. Students should consult with their academic advisor prior to pursuing a certificate.

### **ACCOUNTING ANALYTICS (15-36 credits)**

- ACT 5001     Introductory Accounting (3) \*
  - ACT 5004     Cost Accounting (3) \*
  - ACT 5006     Intermediate Accounting I (3) \*
  - ACT 5007     Intermediate Accounting II (3) \*
  - ACT 5009     Advanced Accounting (3) \*
  - ACT 5010     Auditing (3) \*
  - ACT 5731     Accounting Information and Control Systems (3) \*
  - ACT 5730     Accounting Analytics (3)
  - ACT 5741     Financial Reporting and Data Analytics (3)
  - ACT 5743     Data Analytics in Auditing (3)
- Select two courses from the following:
- BIA 5471     Digital Transformation and Analytics Strategy (3)

BIA 5485 Data Mining and Predictive Analytics Fundamentals (3)

ISEC 0615 Fundamentals of Cybersecurity (3) \*\*

This certificate is intended for a candidate with an undergraduate degree in accounting.

\* Courses may be waived at the discretion of the department chair if appropriate coursework has been completed prior to pursuing the certificate.

\*\* Course is not eligible for HCBE tuition award.

### **BUSINESS INTELLIGENCE / ANALYTICS (15-24 credits)**

QNT 5000 Foundations of Business Statistics (3) \*

ISM 5150 Information Strategy for Digital Transformation (3) \*

QNT 5160 Analytical Modeling for Decision Making (3) \*

BIA 5471 Digital Transformation and Analytics Strategy (3)

BIA 5476 Data Management and Business Intelligence (3)

BIA 5485 Data Mining and Predictive Analytics Fundamentals (3)

BIA 5495 Business Intelligence Analytics Lab

XXX XXXX Open elective course in HCBE excluding CHS, ISEC, MSIT, and MMIS prefixes (3)

\* Course may be waived at the discretion of the department chair if appropriate coursework has been completed prior to pursuing the certificate.

### **COMPLEX HEALTH SYSTEMS (15 credits)**

CHS 5050 Health Systems Management (3)

CHS 5200 Financial Environment in Complex Health Systems (3)

CHS 5300 Principles of Leading Changes, Collaboration, and Team Science in Complex Health Systems (3)

CHS 5400 Translational Research in Complex Health Systems (3)

MGT 5105 Managing Organizational Behavior in a Dynamic & Complex World (3)

### **ENTREPRENEURSHIP (12-15 credits)**

ENT 5961 Foundations of Entrepreneurship and Innovation (3)

ENT 5965 Product Innovation and Commercialization (3)

ENT 5970 Entrepreneurship / Finance (3)

ENT 5975 The Startup Experience (3)

FIN 5008 Business Finance (3) \*

\* Course may be waived at the discretion of the department chair if appropriate coursework has been completed prior to pursuing the certificate.

### **FINANCE (15-21 credits)**

FIN 5008 Business Finance (3) \*

FIN 5130 Financial Management (3) \*

**Choose five from the following:**

FIN 5504 Real World Finance and Sustainability (3)

- FIN 5515 International Finance in a Sustainable World (3)
- FIN 5540 Banking (3)
- FIN 5545 Financial Engineering (3)
- FIN 5550 Sustainable Investment Strategies (3)
- FIN 5570 Advanced Corporate Finance and Sustainability (3)
- FIN 5580 Finance Internship (3)

\* Course may be waived at the discretion of the department chair if appropriate coursework has been completed prior to pursuing the certificate.

### **FINANCE and SUSTAINABILITY (15-33 credits)**

Micro or Macro Economics\*

- ACT 5001 Introductory Accounting (3) \*
- ACT 5140 Accounting for Decision Makers (3) \*
- FIN 5008 Business Finance (3) \*
- FIN 5130 Financial Management (3) \*
- ECN 5060 Economics of Sustainability (3)
- FIN 5595 Finance Research Methods (3)
- QNT 5000 Foundations of Business Statistics (3) \*

#### **Choose three from the following:**

- FIN 5504 Real World Finance and Sustainability (3)
- FIN 5515 International Finance in a Sustainable World (3)
- FIN 5540 Banking (3)
- FIN 5545 Financial Engineering (3)
- FIN 5550 Sustainable Investment Strategies (3)
- FIN 5570 Advanced Corporate Finance and Sustainability (3)
- FIN 5580 Finance Internship (3)
- REE 5880 Real Estate Finance (3)
- REE 5887 Real Estate Investments (3)
- PUB 5469 Public Finance (3)

### **HUMAN RESOURCE MANAGEMENT (15 credits)**

- HRM 5310 Managing Human Resources (3)
- HRM 5360 Human Resource Development (3)
- HRM 5365 Talent Management (3)
- HRM 5375 Managing Total Rewards (3)
- HRM 5380 Employee Relations (3)

### **MARKETING (15-18 credits)**

- MKT 5125 Marketing Decisions for Managers (3) \*

#### **Choose five from the following:**

- MKT 5200 Customer Value (3)
- MKT 5205 Consumer Behavior (3)
- MKT 5225 Social Media Marketing (3)
- MKT 5235 Global Marketing (3)
- MKT 5245 Marketing Research and Analytics (3)
- MKT 5255 Digital Marketing Analytics for Social Impact (3)

MKT 5280 Marketing Internship (3)

\* Course may be waived at the discretion of the department chair if appropriate coursework has been completed prior to pursuing the certificate.

**PUBLIC ACCOUNTING (18-36 credits)**

ACT 5001 Introductory Accounting (3) \*

ACT 5004 Cost Accounting (3) \*

ACT 5006 Intermediate Accounting I (3) \*

ACT 5007 Intermediate Accounting II (3) \*

ACT 5009 Advanced Accounting (3) \*

ACT 5010 Auditing (3) \*

ACT 5731 Accounting Information and Control Systems (3) \*

ACT 5713 Accounting Theory (3)

ACT 5721 Accounting Professional Ethics (3)

ACT 5725 Financial Statement Analysis (3)

ACT 5730 Accounting Analytics (3)

TXX 5760 Survey of Taxation: Individuals, Entities, and Property (3)

One elective from ACT or TXX prefix with course number that begins with 57xx

\* Courses may be waived at the discretion of the department chair if appropriate coursework has been completed prior to pursuing the certificate.

This certificate is intended for a candidate with an undergraduate degree in accounting.

**PROCESS IMPROVEMENT (15 credits)**

PIM 5450 Quality Management (3)

PIM 5455 Project Management (3)

PIM 5460 Process Improvement Methods (3)

PIM 5465 Process Improvement Practicum (3)

XXX XXXX Open elective course in HCBE excluding CHS, ISEC, MSIT, and MMIS prefixes (3)

**PROFESSIONAL PRACTICE MANAGEMENT (15 credits)**

**Choose five from the following:**

CHS 5050 Health Systems Management (3)

CHS 5210 Billing, Coding and Collection in Healthcare (3)

ENT 5961 Foundations of Entrepreneurship and Innovation (3)

MGT 5105 Managing Organizational Behavior in a Dynamic and Complex World (3)

MGT 5631 Leading People and Organizations (3)

MGT 5685 Professional Practice Management (3)

PIM 5450 Quality Management (3)

TXX 5760 Survey of Taxation: Individuals, Entities, and Property (3)

**SUPPLY CHAIN MANAGEMENT AND OPERATIONAL SYSTEMS (15 credits)**

SCM 5410 Supply Chain Operations Management (3)

SCM 5415 Managing International Transportation & Logistics (3)

SCM 5421 Supply Chain Information Systems (3)

PIM 5455 Project Management (3)  
XXX XXXX Open elective course in HCBE excluding CHS, ISEC, MSIT, and MMIS  
prefixes (3)

\* Course may be waived at the discretion of the department chair if appropriate  
coursework has been completed prior to pursuing the certificate.

**SUSTAINABLE DIGITAL MARKETING (15-18 credits)**

MKT 5125 Marketing Decisions for Manager (3) \*  
MKT 5255 Digital Marketing Analytics for Social Impact (3)  
MKT 5256 Content Marketing for Brand Awareness and Social Empowerment (3)  
MKT 5257 Digital Marketing for Community Engagement & Sustainability (3)  
MKT 5258 Lead Generation Strategies for Prosocial Commerce (3)  
MKT 5259 Social Customer Care for Community Involvement, Lasting Relationships,  
and Advocacy (3)

\* Course may be waived at the discretion of the department chair if appropriate  
coursework has been completed prior to pursuing the certificate.



# DOCTOR OF PUBLIC ADMINISTRATION

## Program Philosophy

Lead Innovatively. Inspire Change. Become an accomplished leader in the public or nonprofit sector. Tap into your interests to make real changes to policy and practice in state and local government or within the third sector. As executive positions in these sectors continue to grow, the skills and knowledge you gain in the Doctor of Public Administration (D.P.A.) program will prepare you to lead, motivate, and inspire.

Nova Southeastern University's D.P.A. program is designed to build the skillsets of emerging leaders in public service. It provides a grounding in the theories and applications of management and policy in the public and nonprofit sectors with a curriculum that provides a strong foundation and allows for flexibility. Expand your professional network and engage in vital experiential learning opportunities.

Graduates will emerge equipped to address the social, economic, and political challenges of leadership with the confidence to advance change.

## PROGRAM LEARNING GOALS & OUTCOMES

1. **Analytical Decision-Making:** Our students will be analytical decision-makers.  
*Learning Objective 1:* Utilize evidence-based decision making for policy and practice. Our students will be able to collect, synthesize, and analyze available data and resources to promote actions and policies that improve the public service.
2. **Critical Thinking and Leadership:** Our students will be critical thinkers and leaders.  
*Learning Objective 1:* Lead and manage through knowledge and innovation. Our students will be able to assess, adapt, and guide public and nonprofit organizations into the future through an applied understanding of relevant scholarly and applied research and processes.
3. **Civility and Understanding:** Our students will utilize civility and understanding.  
*Learning Objective 1:* Engage civilly with a diverse set of organizational leaders. Our students will be capable of knowing and applying concepts of diversity, discourse, and cultural competence and apply those ethically to the public service.
4. **Progressive Approach:** Our students will utilize progressive approaches through service.  
*Learning Objective 1:* Address need and provide solutions that create real change. Our students will target existing and potential problems related to the public and nonprofit sectors broadly and develop resolutions that bridge the gaps of theoretical knowledge to practical application.

5. **Inclusivity:** Our students will consider all citizens.  
*Learning Objective 1:* Develop policy promoting respect for all citizens. Our students will understand how to build policies and programs around a broad knowledge of the citizenry and value democratic principles when building solutions.

### **DPA CURRICULUM (60 Credits)**

|          |  |
|----------|--|
| PUB 6000 | Public Management and Leadership Theory and Practice (4)     |
| PUB 6100 | Public Affairs and Public Administration Research Design (4) |
| PUB 6200 | Analysis in Practice for Public Administration (4)           |
| PUB 6400 | Doctoral Closure Proposal Seminar (4)                        |
| PUB 6449 | Perspectives on Policy Analysis (4)                          |
| PUB 6500 | Design Thinking and Innovation in Public Sector (4)          |
| PUB 6600 | Strategic Human Resources in Public Management (4)           |
| PUB 6700 | Planning Local Economic Development (4)                      |
| PUB 6900 | Doctoral Closure Seminar (24)                                |
| PUB 6927 | Program Evaluation and Performance Management (4)            |

### **COMPREHENSIVE EXAMINATION**

Students seeking the doctoral degree are required to pass the comprehensive examination at the end of their first year.

Students are permitted to take the comprehensive exam twice. The exam must be passed in its entirety prior to a student's continuation in the program. Any exception to this policy requires approval by the doctoral curriculum committee. Students who fail to pass the comprehensive exam on the second attempt will be dismissed from the program. Detailed comprehensive examination information is located in the graduate resources page of SharkLink.

### **CLOSURE PROPOSAL AND FINAL EXERCISE**

During the second-year summer semester, students must enroll and complete a Doctoral Proposal Closure Seminar. Successfully completing moves the student to candidacy. The proposal shall consist of a complete review of the relevant topic or project, discussion of the relevant literature, and a methodological overview. To move to candidacy, each student will provide a sufficient written proposal satisfying the depth required by their committee, and then an oral defense of their project or research in the final week of the course.

Upon the conclusion of the oral presentation of the proposal, the committee shall go into closed session to determine one of three outcomes:

- *Pass* – The committee unanimously, or with only a maximum of one dissenting member, determines the student to pass. Successful completion shall be documented through a doctoral closure proposal completion form and filed with the Doctoral Program Director.
- *Marginal Pass with Conditions* – The committee determines that the student meets the requirements of the completeness of the proposal, but there is a deficiency in the overview, literature, or methodology that needs review. Should the committee determine a marginal pass with conditions, those conditions shall be outlined on the doctoral closure proposal completion form and the student must satisfy those conditions prior to progressing with their final project or research. Upon completion of the conditions and approval by the appropriate doctoral program administrator or committee, the student may progress to their final closure exercise.
- *Fail* – A failing result requires all but one committee member to declare the defense a ‘fail.’ Should the student receive a ‘fail,’ they are provided with two options: 1) request and attempt a retake, or 2) termination of the program. A student may only request a retake on one occasion. If a student, during their retake, receives a second ‘fail,’ they are automatically terminated from the program.

Once the student progresses to their final closure exercise, they will complete their project closure in the form of a written and oral report of the activities and findings. Upon completion of their written portion, students shall receive approval from the Chairperson to advance to a final defense. Chairpersons shall file an advance to closure defense form with the Doctoral Program Director to provide notice of the defense and allow the Director time to assign appropriate space for the defense.

The closure defense can occur at any time during the year. During the defense, the student shall have three components: 1) initial presentation of the project or research, 2) questions from the committee members and audience, and 3) recommendations with the decision made by the committee following an intermission for deliberation. During the initial presentation and questions from the committee and audience, anyone in the NSU community is welcome to attend and participate in the question-and-answer session. Presentations are allotted up to 30 minutes for completion with an additional 60 minutes for questions and answers.

Once the question-and-answer period is complete, the committee shall deliberate in private regarding the merits of the report, presentation, and responses to questions to determine a result from the defense. The committee is presented with three options for results:

- *Pass* – Students receiving a “pass” are considered complete and successful in their doctoral studies. Upon receiving a “pass,” there may be minor revisions expected within the written portion of the report that should be completed, along with any formatting requirement, and reported to the Chairperson. If a “pass” is awarded, the doctoral closure completion form shall be signed and submitted to

the Doctoral Program Director immediately following the defense and deliberation. This signals successful completion of the requirements.

- *Conditional Pass with Major Revisions* – A “conditional pass with major revisions” is determined when one or more of the committee believes the work is not satisfactory, but is capable of achieving the necessary quality with key revisions to the report. When a committee makes this determination, the student shall discuss those conditions with the members and develop a plan for completion. Upon completing the items discussed, the student shall discuss with their Chairperson the corrections and may submit to the remainder of the committee upon agreement with the Chairperson. Once all members believe the conditions are satisfied, they shall complete the doctoral closure completion form, signaling successful completion of the requirement.
- *Fail* – All or all but one of the committee members may choose to issue a “fail.” Receiving such a result is considered terminable for the program. A student may appeal to the whole of the Department for the potential to retry their defense. The decision of the whole of the faculty shall be final. A successful appeal shall allow the student time to review and edit their report and present their closure once again. Upon receiving permission for a second attempt, students shall consult with their Chairperson on the necessary changes and schedule a second defense. Any “fail” in the second defense shall not be challengeable and result in program termination.

# COURSE DESCRIPTIONS

Course Descriptions and Prerequisite Requirements Subject to Change

## MASTER'S DIVISION

### **ACT 5001 Introductory Accounting**

An accelerated introductory course stressing the essential elements of accounting skills that will be used in the master's degree program. Managerial uses of accounting data and preparation of financial statements will be covered in this course. Course satisfies program prerequisite of financial accounting for master's degree programs.

### **ACT 5004 Cost Accounting**

This course covers the role of cost accounting as a tool for managerial decision-making. Specific topics include cost behavior, cost volume-profit analysis, budgeting, variance analysis, the role of cost information in various decision scenarios, job order costing, process costing, and cost allocation. Prerequisites: ACT 5001 or equivalent.

### **ACT 5006 Intermediate Accounting 1**

This course is a continuation and expansion of Introductory Accounting. The concepts underlying financial accounting are examined, including those relevant to standard setting, the basic financial statements, and assets. Prerequisites: ACT 5001 or equivalent.

### **ACT 5007 Intermediate Accounting 2**

This course is a continuation of ACT 5006. The concepts and application of underlying financial accounting are examined, including those relevant to liabilities, leases, inter- and intra-period income taxes, owners' equity, EPS and share-based compensation, investments, accounting corrections, and the Statement of Cash Flows. Prerequisites: ACT 5006 or equivalent.

### **ACT 5009 Advanced Accounting**

Emphasis will be placed on the development of accounting skills through problem conceptualization, problem -solving, and presentation. The key to mastering the course is to understand the makeup, content, and presentation of consolidated financial statements. Prerequisite: ACT 5007 or equivalent.

### **ACT 5010 Auditing**

Examination of financial statements and systems from the viewpoint of an independent auditor. Emphasis is on the methodology and practical applications of auditing techniques and the professional standards that bear on audit performance and reporting. Prerequisite: ACT 5004, ACT 5007 or equivalent. Co-requisite: ACT 5731 or equivalent.

### **ACT 5140 Accounting for Decision Makers**

This course focuses on the various ways decision makers in all organizations can use accounting information. The focus is NOT to train students to produce accounting information. Rather, the focus is to train students to interpret, evaluate, and use accounting information. Accounting information can be used to support a variety of real-world decisions, including evaluating an organization's financial position, planning future activities (short and long-term), motivating behavior, managing risk, and evaluating performance. We will discuss both financial accounting (focusing on external users of accounting information) and managerial accounting (focusing on internal users of accounting information). We will also discuss the regulatory environment that governs financial accounting. Prerequisites: ACT 5001 or equivalent and MGT 5001 or equivalent as a prerequisite or co-requisite.

### **ACT 5713 Accounting Theory**

This course evaluates the generally accepted accounting principles (GAAP) as they affect today's practitioners. The theoretical structures of accounting for assets, income definition, recognition and measurement of income, influence of professional standards, and the future of the profession are examined. Prerequisite: ACT 5009 or equivalent.

### **ACT 5717 Forensic Accounting & Fraud Examination**

Topics covered in this course include fraud investigation techniques, the role of an expert witness in administrative and legal proceedings, and the other professional responsibilities of the forensic CPA. Prerequisite: ACT 5010 or equivalent.

### **ACT 5721 Accounting Professional Ethics**

This course examines professionalism and ethics for accountants from both philosophical and business perspectives. Moral development, ethical reasoning, and ethical decision making provide a framework for examining the importance of ethics in the accounting profession and in business in general. Professional guidance on ethics in accounting will also be examined including the AICPA Code of Professional Conduct, the IESBA Codes of Ethics, the Sarbanes-Oxley Act, and IRS Circular 230. Prerequisite: ACT 5010, or equivalent.

### **ACT 5725 Financial Statement Analysis**

This course develops a set of core skills essential to financial statement analysis as an integral part of the strategic analysis of firms. It covers strategic ratio analysis, cash flow analysis, pro forma financial statements, financial modeling and firm valuation using discounted cash flow and residual income models, with an emphasis on practical applications. Prerequisite: ACT 5006 or equivalent.

### **ACT 5730 Accounting Analytics**

This course focuses on use of data analytic tools to enhance the work of accounting professionals. Students will retrieve data from public databases, use data analytic tools to analyze the financial data, and evaluate the important implications of financial and nonfinancial information gathered from different sources to arrive at effectual judgment and decision-making on earnings management and fraud risk assessment. Students will also develop proficiency in addressing issues on the quality and reliability of sources of financial and nonfinancial data obtained from management and external sources. Students will work

on projects aimed at enhancing their competency in critical thinking, problem-solving, written and oral communication, and data analytic skills. Prerequisite: ACT 5010, ACT 5731 or equivalent.

### **ACT 5731 Accounting Information and Control Systems**

Focuses on the design, implementation, and evolution of accounting information systems with emphasis on the internal control implications of EDP systems. Prerequisite: ACT 5007 or equivalent.

### **ACT 5733 Advanced Managerial Accounting I**

This course covers an advanced-level discussion of managerial accounting. Specific topics include the role of cost information in pricing, ethics and management accounting, capital budgeting, strategy and the Balanced Scorecard, transfer pricing, performance measurement, activity-based costing/ activity-based management, inventory costing (including variable and absorption costing), and inventory management. Prerequisite: ACT 5004, ACT 5006 or equivalent.

### **ACT 5735 Controllership**

The course is designed to provide an overview of the various roles controllers play in modern organizations. Since the controller's role is diverse, the topics we cover will also be diverse. That is, we will cover material from a variety of disciplines such as financial accounting, managerial accounting, auditing, corporate finance, and strategy. Prerequisite: ACT 5010 or equivalent.

### **ACT 5736 Internal and Operational Auditing**

This course investigates the duties and responsibilities of the internal auditor and emphasizes those of operational auditing. Prerequisite: ACT 5010 or equivalent.

### **ACT 5741 Financial Reporting & Data Analytics**

This course is a broad introduction to concepts and foundations underlying data analytics in financial accounting. Students will receive hands-on experience with applying data science techniques using both structured and unstructured data. First, this course introduces how XBRL-formatted accounting data are created and maintained in the SEC EDGAR. Second, this course focuses on developing programming language skills pertaining to accounting and financial data analytics. Topics covered include data preparation and cleaning, statistical modeling, data visualization, textual/sentiment analysis, and machine learning applications. Prior experience with these tools is not required. Prerequisite: ACT 5009 and ACT 5730

### **ACT 5742 Contemporary Accounting Issues in Business**

This course provides helpful business tools useful for analyzing and interpreting financial and nonfinancial information. The tools examined will include those from accounting, economics, finance and other closely related disciplines useful for problem solving in a team environment. Prerequisite: ACT 5007 or equivalent.

### **ACT 5743 Data Analytics in Auditing**

This course is an extension of basic auditing. Audit procedures such as the test of controls and substantive tests are examined. This course provides the basic concepts surrounding data analytic techniques that can be adopted in risk management processes and in auditing. The course discusses some of the modern analytic techniques using Excel, Tableau, and Alteryx. Various scenario of the data analytics in auditing are discussed. Prerequisite: ACT 5730, or equivalent.

### **ACT 5744 Regulatory Issues for Accountants**

This course is an advanced study of the federal regulation of corporations and related state law issues, including Blue Sky laws. As such, the course builds upon the concepts covered in Business Law I, Business Law II, Individual Taxation, and Corporate and Partnership Taxation. Practical application of the law and regulations to common situations encountered by accountants is emphasized. Topics include Securities and Exchange Commission (SEC) and Internal Revenue Service (IRS) regulation of accountants practicing before those agencies, liability under Federal securities law and regulations, Sarbanes-Oxley, Dodd-Frank, and the JOBS Act, and Federal securities law and tax law issues of corporate reorganizations. Prerequisite: ACT 5006, ACT 5783, TXX 5760 or equivalent.

### **ACT 5753 Fund Accounting**

An in-depth exposition of the current standards and specialized accounting practices of governments and not-for-profit entities. Prerequisite: ACT 5004 and ACT 5007 or equivalent.

### **ACT 5772 Special Topics in Accounting**

An intensive study of a exploration of current issues in systems, auditing, managerial, or financial accounting, allowing the student to broaden technical/theoretical understanding of current interests and developments in the field. Permission of Accounting Department Chair.

### **ACT 5780 Accounting Internship**

The Huizenga College internship fosters learning through the application of classroom theory in the workplace. During the course, the student also focuses on practical career skills and personal professional goals with individual guidance from the professor. The minimum work requirement is 200 hours during one semester (16 weeks). Participation in an HCBE-approved accounting internship for academic credit is available to Master of Accounting students. Contact the HCBE Office of Academic Advising for registration. Prerequisites: good academic standing and completion of at least 12 GPA credit hours in the Master of Accounting program excluding ACT 5001, ACT 5004, ACT 5006, ACT 5007, ACT 5009, ACT 5010 and ACT 5731 or equivalents.

### **ACT 5783 Modern Business Law for Accountants**

The course addresses legal issues likely to be encountered by accountants. Topics include torts, contracts, the Uniform Commercial Code (sales, negotiable instruments, secured transactions), business entities and Federal regulation of businesses, and agency. Prerequisite: None.



### **ACT 5791 CPA Exam Review Part 1: FAR & AUD**

The primary objective of the course is to prepare students to take the Uniform Certified Public Accounting Exam. This will involve comprehensive study materials covering material tested on the exam. This is a self-study course with a published schedule. Prerequisites: ACT 5010, TXX 5760, and GPA of 3.3 or greater.

### **ACT 5792 CPA Exam Review Part 2: REG & BEC**

The primary objective of the course is to prepare students to take the Uniform Certified Public Accounting Exam. This will involve comprehensive study materials covering material tested on the exam. This is a self-study course with a published schedule. Prerequisites: ACT 5010, TXX 5760, and GPA of 3.3 or greater.

### **ACT 5800 Accounting Internship**

The Huizenga College internship fosters learning through the application of classroom theory in the workplace. During the course, the student also focuses on practical career skills and personal professional goals with individual guidance from the professor. The minimum work requirement is 200 hours during one semester (16 weeks). The option of participating in an HCBE-approved internship for academic credit is available to Master of Accounting students. Contact the HCBE Office of Academic Advising for registration. Prerequisites: good academic standing and completion of at least 12 credit hours excluding ACT 5001, ACT 5004, ACT 5006, ACT 5007, ACT 5009, ACT 5010 and ACT 5731 or equivalents.

### **BIA 5471 Digital Transformation and Analytics Strategy**

This course provides an overview of data analytics in business management and the technologies that can be used to enhance data-driven decision making from a strategic perspective. The course introduces data analytics frameworks and best practices for integrating data analytics into organizational business processes to be used to improve competitiveness, profitability, growth or operational efficiency. The course emphasizes the critical need for understanding the importance of data analytics across all organizational functions such as sales, marketing, finance, human resources, production, and information systems. Students will learn the relationships between business strategy, information systems, and data analytics. They will understand how business managers need to collect and manage information to gain insight to make the right decisions and boost performance. The course modules will introduce the students to the key subject areas in data management, data warehousing, data mining, and business intelligence (BI) project management. Students also gain experience with Tableau software used for data preparation, analysis, and reporting. This course will serve as the foundation course for the other courses in the BIA concentration. Students from other concentration areas will be able to choose this course as an open elective in the MBA program.

### **BIA 5476 Data Management and Business Intelligence**

This course provides an overview of principles, practices and technologies required for data management across the business life cycle. The course discusses design and maintenance of computer-based organization memory, data modeling, data structure and storage, data processing architecture, data integrity and data administration. The specific challenges related to use and management of big data will be addressed. Students will also gain experience with tools and techniques for the management of data and use of database technologies. Students will learn how to develop data models useful for business

intelligence, how to combine data from disparate sources into an architecture that comprises the core of a company data warehouse. This also includes development of data marts and data lakes and extract, transformation and load (ETL) processes. Students will also gain experience with software tools used for data management. Prerequisite: ISM 5150

### **BIA 5485 Data Mining and Predictive Analytics Fundamentals**

This course introduces analytical methods used to convert large information repositories into effective sources for decision-making. Students will learn fundamentals of predictive analytics and data mining methods for business applications, gain understanding how to use tools to mine large amounts of data and build models to predict future events, and practice using analytical techniques to make recommendations that can improve business outcomes and impact strategic decisions.

### **BIA 5495 Business Intelligence/ Analytics Lab**

This course focuses on use/ application of BI tools and analytical techniques for value-based decision-making. Students will experience the challenges of maintaining data quality, data integrity, and data consistency. Students will learn to leverage dynamic and interactive visualizations to derive data-driven insights, apply appropriate techniques to prepare large datasets for analysis, apply analytics to answer complex business questions using data-driven evidence, and effectively communicate the results. Students will practice using software tools used for decision-making in a fast-changing environment. Prerequisites: ISM 5150 and QNT 5160

### **CHS 5000 Governance in Complex Health Systems**

This course will focus on the key stakeholders in the healthcare system: patients and consumers, providers, payers, and public and private employers. The course is intended to introduce the stakeholders and discuss how they are impacted and influenced with regard to each other, through various governance systems. Several types of governance will be introduced and distinguished including fiduciary duties, self-governing bodies and corporate governance.

### **CHS 5050 Health Systems Management**

Students will gain a thorough understanding of the key stakeholders in the healthcare system: patients and consumers, providers, payers, and public and private employers. The course is intended to introduce students to the full continuum of our health system and will provide students a holistic understanding of the key laws, policies, regulations, and ethical issues impacting the health system in the United States, including their development and implementation. It will also afford students an opportunity to examine and understand the potential impact of proposed public policies, including legislation and proposed rules on the business of health and increase students' strategic thinking skills relative to their respective industries. Students will be exposed to the legal, regulatory, and ethical issues in health systems and their impact on governance in health systems organizations. As a result, students will be introduced to the multiple complex systems that define, shape and impact the delivery of health care, including behavioral health and public health services in the United States.

### **CHS 5200 Financial Environment in Complex Health Systems**

Students will gain a working knowledge of and understanding of the flow of funds among the continuum of main stakeholders in complex health systems. The course addresses sustainable sources of reimbursement available to develop and maintain a variety of business models, settings, and organizational structures. This will include governmental sources of payment and the transactions between those directly involved in providing and receiving services. The course emphasized the funding distinctions of translational medicine, direct medical care, resource streams for research and development, and other long-term programs.

### **CHS 5210 Billing, Coding and Collection in Healthcare**

This course introduces the student to healthcare insurance-related coding, billing, reimbursement, ethics, and legal compliance. In this course, students will become familiar with the health insurance industry, legal and regulatory issues, and differences in reimbursement methodologies. The student will also learn principles of medical billing related to proper claim form preparation, submission and payment processing, and the follow-up process. This course is recommended for anyone who is preparing for a career in a medical billing department at a physician's office, clinic, or similar position. This course is strongly recommended for anyone who is preparing for AAPC's CPB certification exam.

### **CHS 5300 Principles of Leading Changes, Collaboration and Team Science in Complex Health Systems**

Students will gain a thorough understanding of leadership models and practices to foster collaboration, change, and team science in complex health systems. Students will develop this knowledge and apply practical skills in leading others in complex healthcare systems. Through a variety of teaching methods, experiential experiences, students will learn to diagnose their health business environment, identify and analyze problems, and develop collaborative, innovative, and socially-responsible solutions to build and support their teams and healthcare organizations to thrive.

### **CHS 5400 Translational Research in Complex Health Systems**

Students will gain a thorough understanding of the role of managing multiple models and approaches to support and grow the research performed in the complex healthcare environment. Students will understand the role of R&D and be able to develop a business plan, manage the decision-making process, understand the product life cycle within healthcare businesses, and use analytics and technology across the health spectrum from basic research to application-driven research conducted in hospitals, clinics, start-ups, centers of research, pharma and biotech. Students will develop this knowledge and apply these analytical, decision making, and leadership skills. Through a variety of teaching methods and experiential experiences, students will learn about managing research in the healthcare business environment.

### **CHS 5500 Practicum in Complex Health Systems**

This course is the culminating highlight of the Complex Health Systems program. The practicum engages students on a project of significant importance that is a current problem or initiative for a health care organization or healthcare business (often your sponsoring organization). The practicum complements the classroom instruction and is defined as learning by construction - a total immersion experience in which students are challenged to use all of the tools and concepts learned to date to tackle a current healthcare business

problem for an organization with faculty oversight, the student will demonstrate rigorous application of business concepts and disciplines. The practicum completes the complex Healthcare Systems program and prepares students to embark on the next phase of their career. Prerequisites: CHS 5200, CHS 5300 and (CHS 5000 & CHS 5100) or CHS 5050.

### **ECN 5060 Economics and Sustainability**

This course provides an introduction to economic ways of thinking and economic methods for students in the MSFS program. This course will also cover the economics of the environment, social justice, and governance (ESG). It will explore the economics of sustainability. Students will learn how economists think about human behavior, and how to use economic thinking in making managerial decisions. Economic thinking is a methodology that focuses on the role of incentives in the marketplace. We hope to convey to you some economic ideas and help you understand why they can be so powerful. Economics is not primarily a set of answers, but rather a method of reasoning. As you work through this course, you will develop skills at problem solving and you will learn to reason about economic questions in a careful, intelligent, and systematic way. The emphasis in this course is on reasoning and understanding, not on memorization. By the end of this term, you should be able to use the analysis practiced in the course to form your own judgments about economic problems in the context of a sustainability framework. Prerequisite: Undergraduate course in microeconomics or macroeconomics (or equivalent) with grade of C or better.

### **ENT 5899 Entrepreneurship Internship**

The Huizenga College of Business and Entrepreneurship fosters learning through the application of classroom theory in the workplace. Graduate students have the option of participating in a university-sponsored internship for academic credit. The minimum internship work requirement is 200 hours during one semester. Registration for an internship is done through the HCBE Office of Academic Advising, not online, after conferral with the NSU Office of Career Development. **ACADEMIC REQUIREMENTS:** Good academic standing, GPA of 3.0 or higher, and completion of at least 12 credit hours excluding ACT 5001, FIN 5008, and QNT 5000 or equivalents.

### **ENT 5900 Entrepreneurship Internship**

The Huizenga College internship fosters learning through the application of classroom theory in the workplace. Graduate students have the option of participating in a university-sponsored internship for academic credit. The minimum work requirement is 200 hours during one semester (16 weeks). Registration for an internship is done through the HCBE Office of Academic Advising, not online, after conferral with the NSU Office of Career Development. **ACADEMIC REQUIREMENTS:** good academic standing, GPA of 3.0 or higher, and completion of at least 12 credit hours excluding ACT 5001, FIN 5008, and QNT 5000 or equivalents.

### **ENT 5961 Foundations of Entrepreneurship and Innovation**

Introduction to Entrepreneurship and innovation with an emphasis on the entrepreneurial mindset, international entrepreneurship and innovation strategy using the case-study method. Students will learn the fundamental components of the entrepreneurship and innovation phenomenon and the challenges of the entrepreneurial journey in a globalized economy.

### **ENT 5965 Product Innovation and Commercialization**

This course will help expand students' knowledge of innovation and entrepreneurship by identifying opportunities and developing strategies to introduce product innovations to the marketplace through start-ups, emerging, and established organizations. Students will experience a journey from innovation to commercialization, examining key topics including product innovation types, sources of technology, feasibility analysis, market validation, customer discovery, technology transfer and intellectual property, product development and business model generation, commercialization funding, and team building. Students will apply the material in the investigation of real-world technology cases.

### **ENT 5966 Special Topics in Entrepreneurship**

An in-depth treatment of a current area of special concern or interest within the field of entrepreneurship/venture creation.

### **ENT 5970 Entrepreneurship/Finance**

Developing the business plan, capital formation, valuation, and financial management using the case-study method, guest speakers, and business plan software. Prerequisites: FIN 5008 and ENT 5960 OR ENT 5961.

### **ENT 5975 The Startup Experience**

In this course, students will simulate starting and operating a "micro" business with the focus on providing all the knowledge necessary to run a new venture. Students will form teams, start the business via an introductory sequence of new venture learning modules and deliverables, operate the businesses, and periodically report progress. Lectures and seminar topics will include opportunity screening, lean principles, feasibility analysis, voice of the customer studies, customer discovery and validation, business model generation, and marketing and sales.

### **FIN 5008 Business Finance**

An accelerated introductory course stressing the essential elements of finance knowledge. Course satisfies program prerequisite of finance for master's degree programs. Financial management as it applies to organizations, time value of money concepts and applications, discounted cash flows and securities valuation will be covered in this course as well as preparation of financial statements and managerial uses of accounting data.

### **FIN 5130 Financial Management**

Students will gain a working knowledge of financial management by learning to develop a systematic approach to financial analysis; to apply techniques for planning, forecasting, and managing; as well as to evaluate and recommend improvements in the organization's financial performance. This course will include an introduction to common environmental, social, and governance (ESG) factors relevant for companies and long-term investors. Prerequisites: FIN 5008 or FINP 5008 or equivalent with a grade of C or better. Prerequisite courses can be no older than 10 years.

### **FIN 5504 Real World Finance and Sustainability**

Students will follow the current events and apply the financial concepts to determine the cause behind the movement in security prices as news unfolds. They will perform fundamental analysis and understand how government actions and policies affect cash flow expectations and valuation of projects and securities. The course will introduce the students to various forms of currency exposures and ways to hedge such exposures. Students will be introduced to cutting edge financial products and ever evolving tools used to speculate and/or manage different types of risks. Students will also be including environmental, social, and governance (ESG) considerations in their financial analysis. Prerequisite: FIN 5130 or FIN 5080 or FIN 5805 with a grade of B or better.

### **FIN 5515 International Finance in a Sustainable World**

International Finance covers the broad scope of the international monetary system, examining financial markets and financial instruments. Investigating the interrelationship of foreign exchange operations with corporate financial management decisions leads students to understand the intricacies of finance, contiguous with international operations. Attention is paid to capital management and investment analysis in the context of risk exposure for foreign investment. Students will evaluate financial performances of firms that emphasize ESG practices globally. Prerequisite: FIN 5130 or FIN 5080 or FIN 5805 with a grade of B or better.

### **FIN 5540 Banking**

This course examines the structure and functions of modern US and international financial markets and institutions. The course covers the nature of the global financial system, interest rate determination, pricing of interest-rate dependent securities, money market instruments, the goals and roles of central banks, and commercial banking. Students will develop a thorough understanding of modern financial institutions and will learn to apply modern financial theory to practical problems in liability pricing and management. Students will also develop an understanding of green lending practices. Apply economic concepts in an environmental, social, and governance (ESG) framework. Prerequisite: FIN 5130 or FIN 5080 or FIN 5805 with a grade of B or better.

### **FIN 5545 Financial Engineering**

This course examines the functions of fixed income securities and financial derivatives such as futures and options. These instruments have been innovated enormously and played significant roles in recent financial crises. Topics include bond investment strategies, risk management, option trading strategies, valuation of derivatives, as well as their applications to real world problems. This course will also include financial instruments (e.g. weather and climate derivatives) that are related to environmental, social, and governance issues. Prerequisite: FIN 5130 or FIN 5080 or FIN 5805 with a grade of B or better.

### **FIN 5550 Sustainable Investment Strategies**

This course will provide a graduate-level introduction to the investment process from the investor (or buy-side) perspective. Topics include: trading and exchanges, risk and return, theoretical and practical issues in asset allocation (portfolio analysis), asset pricing; including the Capital Asset Pricing Model, Arbitrage Pricing Theory and the Fama-French factor models, and an introduction to efficient markets theory, active/passive investment, and a brief discussion of behavioral finance. Students gain a real world application of investments by participating in Stock Trak's global portfolio simulation. This course will also

cover environmental, social, and governance (ESG) issues in investments. Prerequisite: FIN 5130 or FIN 5080 or FIN 5805 with a grade of B or better.

### **FIN 5570 Advanced Corporate Finance and Sustainability**

The course covers basic financial policies as applied to real management problems and includes the areas of liquidity, capital management, funding requirements, valuation, mergers and acquisitions, and funding of new ventures. This course will also include environmental, social, and governance (ESG) considerations in corporate financial management. Prerequisite: FIN 5130 or FIN 5080 or FIN 5805 with a grade of B or better.

### **FIN 5580 Finance Internship**

The Huizenga College internship fosters learning through the application of classroom theory in the workplace. During the course, the student also focuses on practical career skills and personal professional goals with individual guidance from the professor. The minimum work requirement is 200 hours during one semester (16 weeks). Participation in an HCBE-approved finance internship for academic credit is available to M.B.A. students with a concentration in Finance. Contact the HCBE Office of Academic Advising for registration. Prerequisites: FIN 5130, good academic standing, and completion of at least 12 GPA credit hours in the M.B.A. program excluding ACT 5001, FIN 5008, and QNT 5000 or equivalents.

### **FIN 5590 Quantitative Financial Analysis**

Students will be able to explore in depth the use of financial software and data manipulations to evaluate financial situations for decision-making in an environmental, social, and governance (ESG) framework. Data analysis will include firms that are practicing the principles of ESG. Prerequisite: FIN 5130.

### **FIN 5595 Finance Research Methods**

Students will utilize finance research methods. Students will work with statistical software and will analyze financial data, including security prices, economic indices, and accounting measure. Students will explore regression analysis, event studies, and time series analysis, including vector autoregressive analysis. This course will include environmental, social, and governance (ESG) data. Prerequisite: FIN 5008 or equivalent and QNT 5000 or equivalent.

### **FIN 5800 Finance Internship**

The Huizenga College internship fosters learning through the application of classroom theory in the workplace. During the course, the student also focuses on practical career skills and personal professional goals with individual guidance from the professor. The minimum work requirement is 200 hours during one semester (16 weeks). The option of participating in an HCBE-approved internship for academic credit is available to M.B.A. students with a concentration in Finance. Contact the HCBE Office of Academic Advising for registration. Prerequisites: FIN 5130, good academic standing and completion of at least 12 credit hours excluding ACT 5001, FIN 5008, and QNT 5000 or equivalents.

### **GIS 5866 Intro to Geographic Information Systems**

The course covers geographic theories, geospatial methodologies, and the concepts that are related to Geographic Information Systems (GIS). Students will learn the interdisciplinary nature of GIS knowledge to acquire, store and manage, visualize, and analyze information. As introductory class, this includes the demonstration of various tools of GIS in applied setting and case-studies on applications such as ArcMap, ArcPRO, QGIS, and web-based GIS. This is the foundation course for GIS certificate and MS in GIS. [ArcMap/ArcPRO are PC based software; Apple users might require dual boot etc.]

### **GIS 5867 Geographic Information Systems**

This course will cover the basics of Geographic Information Systems (GIS) and includes setup of GIS tasks and processes with mapping & visualization of demographic, economic, administrative, or subject specific i.e., real estate, policy, environmental related information. It addresses the wide variety of issues and advantages, and the benefits to users from various disciplines. Students will gain a fundamental understanding of GIS using web-based solutions. Students are tested in a 100% applied environment and create a GIS project (guided process, implementation, presentation) utilizing ArcGIS online and premium apps such as Business Analyst Online or Community Analyst. [web-based and browser-based GIS].

### **GIS 5868 Advanced GIS**

The Advanced Geographic Information Systems (GIS) class builds on GIS 5866 and focuses on the application of geospatial concepts in ArcMap and ArcPRO, as leading application platforms in geospatial industry. It is the applied adaptation of GIS theory and specific ArcMap/PRO workflows for analyses and visualization of information. Emphasis is given to proximity driven issues, network and spatial analysis (including rasters), processes of automation, and data management. Includes the first steps on spatial pattern analysis and mapping clusters. [ArcMap/ArcPRO are PC based software; Apple users might require dual boot, etc.]. Prerequisite: GIS 5866.

### **GIS 5869 Alternates in GIS**

This course is designed with the dedicated purpose to use alternate platforms of Geographic Information Systems (GIS) and foster students' knowledge as well as alternative application. In using an open-source and free GIS package (QGIS) this class prepares students that aim to work as start-up entrepreneurs, in community-driven organizations, environmental groups, or non-profit organizations. Includes data management, pattern analysis and mapping clusters as well as proximity and network analytics, and spatial analysis (including rasters) with interdisciplinary examples/cases. [QGIS is free and available for PC and Apple]. Prerequisite: GIS 5866.

### **GIS 5870 Geospatial Statistics in GIS**

The class sets focus on fundamental statistical methods and procedures relevant to spatial data and spatial analysis, the core concepts of analysis and modeling in Geographic Information Systems (GIS). This includes advanced cluster mapping and analysis of i.e., spatial autocorrelation, advanced hot spot analysis, measures of geographic distributions, and exploration/modeling of spatial relationships with statistical methods such as regression in GIS or geostatistical interpolation and connecting to statistical packages such as R or space-time-analysis. Case studies and problems are modelled in ArcPRO and QGIS. Prerequisites: GIS 5868 and GIS 5869.



### **HRM 5310 Managing Human Resources**

Students will gain a working knowledge of planning, organizing, and managing human resource systems; and will gain hands-on abilities to design, direct, and assess human resource systems in enhancing relationships with internal and external customers, leading to organizational effectiveness.

### **HRM 5320 Career Development**

Work and professional careers are an important component and often the central focus of individual lives. Despite this, critical career choices are all too often made without the careful planning, information gathering, and analysis that are taken for granted in other business decisions. The purpose of this course is to lay the basis for effective personal career management. The course is aimed specifically at students who want to improve their abilities and skills and real-world opportunities. Prerequisite: HRM 5310 or HRM 5030.

### **HRM 5341 Human Resources Analytics**

This course affects every aspect of the organization. This course addresses how to build measurement strategies for all HR activity so that the impact can be determined. A value-adding approach will be taken so that HR practitioners will be able to exhibit an understanding of the business. Students will learn how to position HR as a strategic partner. Prerequisites: HRM 5310.

### **HRM 5355 Strategic Human Resource Management**

This course views managing human resources as a strategic organization asset that supports competitive advantage and major strategic objectives. It positions HRM as an integral partner in a firm's strategic planning and implementation, in terms of external environmental and internal exigencies. It focuses on HR planning and strategies and their applications in HR programs and processes. Students also learn how to develop alignment among vision, strategy and values in the development of a paradigm based upon competencies required for enhancing the business results of a company or government agency. Prerequisite: HRM 5310 or HRM 5030.

### **HRM 5360 Human Resource Development**

This course addresses the entire range of topics that have traditionally been included in an organization's HRD function such as designing systems of instruction as well as content that reflects the future of HRD such as job aids and electronic performance support systems. The course will focus on various aspects of a corporate training and development function, training program design and development, various methods and media for training delivery, 17 different training applications, and various resources available for HRD efforts. Students will analyze an aspect of their organization's HRD efforts. Prerequisite: HRM 5310 or HRM 5030.

### **HRM 5365 Talent Management**

This course focuses on the strategies and tools that human resource professionals use to create organizational excellence by identifying high quality talent; creation of technological strategies to recruit high quality talent; development of systems that will provide highest levels of both personal and professional development and growth within the organization; creation of promotional and cross-functional systems that will talent strength the

organization; development of retention strategies that tie rewards to performance of talent; creation of workforce planning systems that will provide succession planning of best talent within the organization; and utilization of technological systems to support these functions within human resources. Prerequisite: HRM 5310 or HRM 5030.

### **HRM 5375 Managing Total Rewards**

This course examines the strategies and options available to maintain employee health, as well as compensation administration. Job evaluation, incentive systems, and work sampling will be considered. A strong course focus will be on pay for performance. Innovative approaches that have been used by a variety of organizations will be studied. Prerequisite: HRM 5310 or HRM 5030.

### **HRM 5380 Employee Relations**

An in-depth examination of labor relations, covering collective bargaining, contract negotiation, contract administration, mediation, arbitration, and other types of dispute resolution case problems based on actual situations that are utilized to acquaint students with union-management relations. Prerequisite: HRM 5375.

### **HRM 5390 Advanced Organizational Development**

This course addresses the need for planned change focused on an organization's ability to compete over the long term. It addresses individual, team, and organization-wide interventions that can raise productivity/quality, improve competitiveness, increase skills, improve morale, and renew commitment to employee involvement. It will incorporate both the scientific and systems perspective in the use of behavioral science knowledge. In addition, students will compare and appreciate inquiry with the standard problem-solving approach as they learn about a variety of models, methods, and tools. Prerequisite: MGT 5105.

### **INB 5807 Foundations of Global Business**

Fundamentals of Global Business (3 Credits): The primary objective of this course is to effectively and systematically analyze the various institutional facets of the global business environment and their effect on the operations of firms. Globalization remains one of the most criticized and visible phenomena in recent decades. What problems do managers face while trying to exploit opportunities and address challenges in the global business environment? This course examines the institutional environment of global business, trade theory particularly in the light of political relations, foreign direct investment, supranational institutions that influence trade and investment, exchange rates and monetary systems. Attention is also devoted to country analysis, political risk and contemporary issues such as off-shoring, corporate social responsibility and sustainability.

### **INB 5822 Globalization and Emerging Markets**

The course offers a comprehensive analysis of emerging markets including but not limited to the BRIC countries (Brazil, Russia, India, and China). This course identifies issues germane to developing markets as they integrate into global economy. The conceptual framework used in this course covers three perspectives: multinational firms from developed countries seeking to tap into the vast potential of emerging markets; entrepreneurs and multinationals from emerging markets seeking to develop global, world-class organizations and global investors seeking to profit from opportunities in emerging markets. The course

will build on previous understanding of legal, cultural, political, and other environmental differences across countries to offer insights into evaluating risk and strategy in emerging markets.

### **INB 5827 Import/Export Principles and Practices**

This course covers a comprehensive review and analysis of operations planning, documentation, financing, and transportation. Students learn about the role of service providers, such as freight forwarders, the importance of free trade zones, existing export regulations and control, and import tariff structures.

### **ISM 5150 Information Strategy for Digital Transformation**

Information and communication technologies and their strategic application in business processes are essential components of today's global business environment. This course explores the use of information systems in a business setting to build innovative business models and systems, optimize business processes, and deploy strategies for creating competitive advantage. The relationships between information systems strategy, business strategy and organization strategy are discussed. With the increased emphasis of value of data in decision-making, this course explains the fundamentals of data management and analytics from the strategic perspective. This includes processes for capture and storage of data and the managerial challenges in big data analytics. The implementation and use of these systems to build strategic partnerships and customer relationships are also discussed. The course will emphasize how business and organizational activities, processes, competencies and models must be strategically redesigned to leverage the opportunities of digital technologies impacting society. Students are introduced to SAP ERP systems and SAP Analytics Cloud software applications. Prerequisite or Co-requisite: MGT 5001 or equivalent.

### **MGT 5001 Developing Academic and Career Success**

This course focuses on preparing students for academic and career success. Topics include working effectively in teams, academic writing and research skills, networking, business ethics, social responsibility, sustainability and leadership qualities for effective performance in the workplace. Through formal and informal interactions with faculty and business leaders, students will examine, explore and practice skills necessary to perform successfully in their academic and professional life. This course is mandatory for all MBA and MS HRM students.

### **MGT 5105 Managing Organizational Behavior in a Dynamic and Complex World**

Students will gain a thorough understanding of individual, group and organizational behavior. Students will utilize this knowledge to build practical skills in leading individuals and teams to high performance. Through a variety of learning experiences, students will learn to diagnose the business environment, identify and analyze problems, and develop well supported, and socially responsible solutions to help organizations thrive in a complex and uncertain world.

### **MGT 5170 Applying Strategy for Managers**

Students will integrate knowledge across the fields studied in the MBA program and apply entrepreneurial and strategic practices to organizations of varying sizes. The goal is to

create value for the organization and shareholders and ensure sustainable growth. Students will use critical thinking skills to formulate, implement and evaluate strategic decisions in a dynamic, competitive, regulated, global environment. Throughout the course, students will apply strategic management concepts to real world and simulated situations and assess the effect on competitive advantage. Prerequisites: MGT 5105 or MGT 5020, and MKT 5125 or MKT 5070, and FIN 5130 or FIN 5080 or FIN 5970 or FIN 5805, and ACT 5140 or ACT 5060 or ACT 5809, and ISM 5150 or ISM 5085 or ISM 5014, and QNT 5160 or QNT 5040.

### **MGT 5380 Building and Leading Teams**

This course focuses on how to build and lead successful teams to strengthen the overall performance of organizations. Team building models will be analyzed with emphasis on actionable steps that can be taken to overcome common hurdles and build cohesive, high performing teams. An emphasis will be placed on the role of the leader in developing successful work teams, project teams, virtual teams, and inter-organizational teams. Prerequisite: MGT 5105 or MGT 5020.

### **MGT 5631 Leading People and Organizations**

This course investigates strategies and skills for influencing individuals and groups for organizational effectiveness. Students will learn leadership models and skills that can be used in a diverse and global environment. Attention will be given to important leadership issues in the 21st century such as ethics, change, and innovation. Students will have the opportunity to assess their own skill sets and consider development plans for enhancing those skills sets.

### **MGT 5641 Critical Thinking for Managers**

In this course, students will gain an understanding of leading state-of-the-art management and leadership practices, concepts and theories that can be applied to real-world situations around the globe. Students will learn to practice developing their own theoretical and applied models for leadership and personal branding, self-leadership, career growth, creating a developmental network, and managing in today's dynamic workplaces. Students will have opportunities to assess their own leadership potential and identity, and apply critical thinking frameworks to decisions with career growth implications. Prerequisites: MGT 5105

### **MGT 5680 Master of Business Administration Internship**

The Huizenga College internship fosters learning through the application of classroom theory in the workplace. During the course, the student also focuses on practical career skills and personal professional goals with individual guidance from the professor. The minimum work requirement is 200 hours during one semester (16 weeks). The option of participating in an HCBE-approved internship for academic credit is available to M.B.A. students with an open elective. Contact the HCBE Office of Academic Advising for registration. Prerequisites: good academic standing and completion of at least 12 GPA credit hours in the M.B.A. program excluding ACT 5001, FIN 5008, and QNT 5000 or equivalents.

### **MGT 5682 Principles of Leading Changes, Collaboration and Team Science**

Students will gain a thorough understanding of leadership models and practices to foster collaboration, change, and team science in business organizations. Students will develop this knowledge and apply practical skills in leading others in organizations. Through a variety of teaching methods, experiential experiences, students will learn to diagnose their business environment, identify and analyze problems, and develop collaborative, innovative, and socially-responsible solutions to build and support their teams and organizations to thrive. Prerequisites: MGT 5105.

### **MGT 5685 Professional Practice Management**

Students will gain a thorough understanding of the management and leadership knowledge and skills to create and/or effectively manage a professional practice. Students will utilize this knowledge to build practical skills leading and managing individuals and teams in the practice. Through a variety of learning experiences, students will learn to diagnose the business environment, identify and analyze problems, and develop well supported, and socially responsible solutions to help professional practices to thrive in a complex and uncertain world. The class will not only focus on real-world applications, innovation and technology, but also the importance of collaboration to achieve optimal client service. years because of advancements in technology.

### **MGT 5686 Leading Creativity and Innovation**

Leading Creativity and Innovation is designed to address the emerging trends and demands of the real world and equip students with a broad understanding of key elements of a successful innovation programs. The course focuses on the management of innovation and technology in business organizations. It views innovation management as a strategic process and covers how managers formulate and implement strategies for innovation. The role of competitive dynamics and organizational competencies in shaping innovation programs are examined. The content is based on theory and research on creativity and innovation; however, through case studies, in-class discussions and course project, practical applications are emphasized. Prerequisite: MGT 5105.

### **MGT 5800 Management Internship**

The Huizenga College internship fosters learning through the application of classroom theory in the workplace. During the course, the student also focuses on practical career skills and personal professional goals with individual guidance from the professor. The minimum work requirement is 200 hours during one semester (16 weeks). The option of participating in an HCBE-approved internship for academic credit is available to M.B.A. students with an open elective. Contact the HCBE Office of Academic Advising for registration. Prerequisites: good academic standing and completion of at least 12 credit hours excluding ACT 5001, FIN 5008, and QNT 5000 or equivalents.

### **MKT 5125 Marketing Decisions for Managers**

Students will gain a working knowledge of the decisions marketing managers make by learning to think strategically. Students will develop marketing plans aligning marketing decisions and strategies. Students will be able to implement marketing decisions to optimize customer and organizational value. Prerequisite or co-requisite: MGT 5001 or equivalent.

### **MKT 5131 Marketing Decisions for Healthcare Organizations**

Students will gain a working knowledge of marketing management in a healthcare setting. Marketing concepts will be applied to strategic decision making for a healthcare organization. The marketing management function will be examined using the traditional marketing tools such as segmentation, target marketing, positioning and other marketing processes. Consumer behavior will be applied to healthcare consumer and company decision making. The student will learn to think strategically and to develop marketing plans aligning marketing initiatives with healthcare managerial marketing decisions. Students will be able to implement the functional strategies and marketing plans to optimize customer and organizational value.

### **MKT 5200 Customer Value**

This course stresses the service aspects of an organization (especially customer service); marketing and organizational responsiveness; and how to design, deliver, and measure superior customer value. Via an integrated marketing and operations/process perspective, students will understand how to blend the delivery of service and quality, together with image and pricing strategies to maximize the value proposition. Strategies for optimizing and communicating customer value, measuring customer orientation, and relationship and retention marketing are also examined. The customer value funnel- consisting of macro-environmental factors, market forces, organizational issues, customer characteristics and perceptions, and business performance -- is used as the case analysis framework in this course. Prerequisite: MKT 5125 or MKT 5070.

### **MKT 5205 Consumer Behavior**

This course introduces marketing concepts and theories developed in the behavioral and economic sciences to provide students with an understanding of how and why consumers behave as they do. The course shows the practical application of consumer behavior concepts and principles to aid in better decision making. Students gain an understanding of how products are used to define ourselves and how this self-concept affects attention and perception, motivation to buy, brand attitude, product choice, customer satisfaction and brand loyalty. Key topics include principles of learning, motivation, personality, perception, communication, attitude, culture, and group influence. Consumer decision making and evaluation of products and services are discussed in depth. The core concepts of consumer behavior are applied in the context of advertising/promotion, product management, and the development of effective marketing strategies. Prerequisite: MKT 5125 or MKT 5070.

### **MKT 5225 Social Media Marketing**

This course will familiarize students with the social eco-system and its value in creating a permission-based marketing organization for sales generation, online brand storytelling and ongoing customer engagement. Students will develop marketing plans and evaluate cases that enrich their understanding of how social media contributes to integrated marketing communications (IMC) and search engine marketing in a customer-centric environment. Sales nurturing strategies will be developed that adopt video, mobile and blog content for moving targeted audiences through a social sales funnel. In addition, students will be challenged with the creation of fan engagement and influence marketing strategies that boost an organization's market exposure and overall brand appeal. Collectively, these strategies will be integrated across social content platforms as part of an enterprise-wide campaign that micro-targets consumers immersed in smart devices and guided by big data. In the course of plan development, students will be challenged to measure the ROI of

their social media plans along with the development of a social business infrastructure.  
Prerequisite: MKT 5125 or MKT 5070.

### **MKT 5235 Global Marketing**

This course is an overview of the unique aspects of marketing in the global economy that provides a framework for analysis. Emphasis is placed on the development of strategies for markets in diverse cultural, political, and economic situations. It focuses on foreign market analysis, target market identification, product planning, promotion, and channels of distribution. It also discusses the complex aspects of exporting and foreign market entry-mode. Global economic, social and political events and issues are included in discussions related to formulating and adapting a global marketing strategy. Prerequisite: MKT 5125 or MKT 5070.

### **MKT 5245 Marketing Research and Analytics**

This course concentrates on the application of marketing research techniques and theory to aid decision makers in the solution of real world marketing problems. Topics include problem definition, research design, (including exploratory, conclusive, and survey research), qualitative and quantitative research, collection of marketing information from primary and secondary sources, sample design, and analysis of data with specific applications to decision making. Prerequisite: MKT 5125 or MKT 5070.

### **MKT 5255 Digital Marketing Analytics for Social Impact**

In this course, students will learn how web analytics can be applied to digital channel spending across display, search, and mobile applications. Students will explore the tools for analyzing and visualizing web data used in scenario planning. Emphasis will be placed on the role of predictive analytics for real-time mobile and contextual marketing. Learn how Social CRM, Google Analytics and Facebook Pixels can measure, optimize, and re-target audiences with behavioral tracking mechanism for assessing dynamic ad placements. Students will learn how web analytics can help assess return on ad spend (ROAS), customer life-time value (CLV), and key performance indicators (KPI) used in scenario planning for product development, search engine marketing, channel mix, advertising, customer experience, and email marketing strategies.

### **MKT 5256 Content Marketing for Brand Awareness and Social Empowerment**

This course examines the role of content marketing in building brand awareness. Students will learn how to build trusted content and authorship that demonstrates brand competence, empathy, and authenticity. Learn how to stand out in an age of infobesity by creating emotional connections through edutaining and inspirational content. Find out how audiences discover a brand through digital advertising, search engine marketing, friend-of-mine apps, news aggregation, influence marketing, and content that lasts. Upon mastery these concepts, students will then develop content marketing plans that link brand awareness goals to a customer journey revenue model.

### **MKT 5257 Digital Marketing for Community Engagement & Sustainability**

This course examines how brands engage their community followers and prospects through stories, dialogs, and campaigns that build relationships. Students will examine top-of-mind,

frame-of-mind, and friend-of mine concepts for connecting to target audience motivations through persuasive narratives that catch the eye and build an emotional connection. Students will examine concepts for building authority through long-form content and hosting LinkedIn and Facebook communities centered on audience interests. Learn how the latest in live chats, hashtag campaigns, and story development techniques can invite communities to share, comment, and express their brand interest.

### **MKT 5258 Lead Generation Strategies for Prosocial Commerce**

This course examines how brands develop proprietary audiences to better understand audience needs and their buying journey stage. Students will learn how to create email opt-ins through content upgrade registration and exclusive invites that move digital community audiences to a more personalized environment. Find out how lead conversion can be expedited through ad funneling and email/CRM opt-in strategies that track prospect behaviors from brand awareness through purchase intention. Discover the best practices that integrate social, local, mobile (SoLoMo) context and social commerce platforms into a real-time digital shopping experience. Finally, students will learn how employee advocacy programs can improve the lead nurturing process.

### **MKT 5259 Social Customer Care for Community Involvement, Lasting Relationships, and Advocacy**

This course examines how brands embrace social media as a channel of customer care. Students will examine strategies and techniques for social listening that improve a brand's offerings and reputation. Learn how to delight customers through personalized experiences across each touchpoint of a digital customer journey. Find out how brands develop superior response management systems using social CRM and complaint handling processes that integrated call centers with social media, email, websites, and instant messaging. Students will examine best practices for creating loyalty programs that incentivize referrals and repeat purchases through experience-based rewards and gamification. Finally, this course will explain how loyal customers can be transformed into brand advocates.

### **MKT 5270 Managing Marketing Communications**

This course introduces students to the key elements of communication theory and consumer behavior, in relation to their application to marketing communications and promotion. The course examines marketing communications and the components of marketing promotion from a systems perspective, with the purpose of establishing their place in an integrated marketing communications strategy. Key elements of the promotional mix are taken into consideration, including advertising, direct and interactive marketing, public relations, trade promotion and consumer promotion. The course will also focus on topics such as the interlinking of corporate, marketing and communication strategy, as well as how audiences frame and interpret marketing messages. Overall, all these elements will be linked in practical projects related to the formulation, monitoring and evaluation of an integrated marketing communications strategy. Prerequisite: MKT 5125 or MKT 5070.

### **MKT 5280 Marketing Internship**

The Huizenga College internship fosters learning through the application of classroom theory in the workplace. During the course, the student also focuses on practical career skills and personal professional goals with individual guidance from the professor. The minimum work requirement is 200 hours during one semester (16 weeks). Participation in an HCBE-approved marketing internship for academic credit is available to M.B.A. students



with a concentration in Marketing. Contact the HCBE Office of Academic Advising for registration. Prerequisites: MKT 5125, good academic standing, and completion of at least 12 GPA credit hours in the M.B.A. program excluding ACT 5001, FIN 5008, and QNT 5000 or equivalents.

### **MKT 5600 Marketing Internship**

The Huizenga College internship fosters learning through the application of classroom theory in the workplace. During the course, the student also focuses on practical career skills and personal professional goals with individual guidance from the professor. The minimum work requirement is 200 hours during one semester (16 weeks). The option of participating in an HCBE-approved internship for academic credit is available to M.B.A. students with a concentration in Marketing. Contact the HCBE Office of Academic Advising for registration. Prerequisites: MKT 5125, good academic standing and completion of at least 12 credit hours excluding ACT 5001, FIN 5008, and QNT 5000 or equivalents.

### **PIM 5450 Quality Management**

This course develops a manager-level understanding of the concept of "quality" and its utility in today's world of business. Quality is necessary to understand the perceived value of goods and services both from an outcomes and process perspective. We use quality to understand, plan and assess the focus of our operations. In this class we cover quality theory and best practices, we immerse students in the process and application of problem analysis and develop their critical thinking skills along with communication skills and systems thinking using rigorous case analyses. Topics include: quality definition, quality management history, quality deployment strategies (lean, six sigma, theory of constraints), we explore some quality tools and we consider quality metrics. We include the cultural and environmental considerations both internal and external to the firm by including behavioral management and leadership aspects and considerations based on industry sector (manufacturing, service, not for profit, government) . For online course offerings. the expectation is that students will participate weekly in a synchronous on-line session scheduled in conjunction with the ground section.

### **PIM 5455 Project Management**

This course develops the manager's project management knowledge and skills for today's workplace. Topics covered guide the student on how to initiate, plan, execute, monitor, control and finally close out projects. Other management areas discussed include scope, time and cost, as well as interacting with stakeholders and the organization, eliciting customer requirements, team facilitation, communications, procurement, quality and risk management. The student development level for each topic is consistent with the PMI's CAPM and PMP certification requirements.

### **PIM 5460 Process Improvement Methods**

This course develops the highly-leverageable knowledge and skills of process improvement methods for the process improvement leader. We build from a foundation of business statistics and train you in process assessment, improvement and sustainment. Topics include: refresher on descriptive and inferential statistics, process stability, Define and Measure tools (metrics) as well as measurement systems' analysis, process capability, exploratory data analysis. we also include intervention tools leveraging design of experiments and confirm changes through application of hypothesis testing. The student development level for each topic is consistent with the ASQ Black Belt certification

requirements. For online course offerings, the expectation is that students will participate weekly in a synchronous on-line session scheduled in conjunction with the ground section. Prerequisites: PIM 5450.

### **PIM 5465 Process Improvement Practicum**

This course applies the prerequisites of process improvement through project work. Project work includes: quality deployment assessment, current state documentation and analysis, root cause assessment, generation and assessment of alternatives and their impact, implementation considerations, control/sustainment considerations. In addition, students apply modeling skills to account for uncertainties and variability of current and future state outcomes. This course engages the student to develop their process improvement skills. It builds on all the PIM courses as well as the HCBE MBA core. Students, working in teams, will plan and execute a process improvement process including: documenting the current state, creating and executing a process improvement intervention and documenting the final state. The student teams must learn to manage a PI project, learning together. This course will focus on "field work" and as such is highly independent work outside of the classroom. The student teams will "check in" with the class for key milestones, assessment and group learning. For online course offerings, the expectation is that students will participate weekly in a synchronous on-line session scheduled in conjunction with the ground section. Prerequisites: PIM 5450 or PIM 5005, PIM 5455 or PIM 5010, and PIM 5460 or PIM 5020.

### **PNP 5419 Non-Profit Human Resource Management**

The political and institutional environment of public human resource management is examined. Emphasis is given to the challenges facing the public sector in attracting and developing human assets in an environment of conflicting goals, stakeholder obligations, and a highly aware electorate. Specific topics include the evolution of the modern public service, the functions of human resource management, employment discrimination, labor management relations, professionalism and ethics and how assessment centers evaluate potential applicants.

### **PNP 5901 Introduction to Non-Profit Management**

This course is an introduction to the nonprofit sector and its role in society, economy, and service delivery. The course surveys historical, legal, political, socio-cultural, ethical environments, and best practices and research literature in nonprofit management. Topics include managing and improving nonprofit organizations, resource development, funding for nonprofits, financial management, managing human resources and volunteers, information technology, marketing, performance measures, nonprofit leaders and boards, developing and managing relationships with the community, funders and media professionals.

### **PNP 5902 Grant Development in the Non-Profit Sector**

The content of this course provides the knowledge and skills to write grant proposals by sourcing and selecting appropriate grant resources for public and non-profits organizations. In addition to sourcing grants, the content includes how to manage grants and build relationships with grantors to achieve maximum long-term value.

### **PNP 5903 Comparative & Cross-cultural Perspectives for Non-Profits**

This course will provide a comparative and cross-cultural perspectives of non-profit organizations across sectors and different regions of the world. In particular, the course will

explore, external macro environment, operating environment (international, national, and local), and internal environment in which non-profits function. In addition, there will be some emphasis on cross-sector collaborations of nonprofits at the regional and local levels. The course will majorly rely on field projects, case studies, and other experiential learning methods. The course will enable students to achieve the learning objectives such as intercultural competence and communication in non-profit organizations, cross-cultural and diversity issues, particularly related to race, ethnicity, and gender in non-profit organizations, intersection of culture with the issue of the religious and faith-based organizations, learn how non-profits operate in different regions of the world – Europe, Americas, Asia, Africa, Australia, etc., and what are operational challenges of international non-profit organizations.

### **PNP 5904 Non-Profit Governance**

This course will provide an overview of non-profit governance from a strategic and executive leadership perspective. The emphasis will be on exploring the theory and practice of non-profit leadership and governing boards and its effectiveness in service delivery. Using experiential methods, the course will cover topics such as trustee issues, legal issues, board-management relations, advocacy, lobbying, nonprofit liability, mission and strategic thinking, alternative board structures, board governance and accountability, contemporary roles, and responsibilities of engagement in different settings, and cross-cultural comparison of nonprofit boards. Learning about non-profit governance is to prepare students into an effective non-profit leader. It will require students to be active learners.

### **PNP 5905 Financial Management and Sustainability for Nonprofit Organizations**

This course focuses on best practices and standards of nonprofit financial management. The course comprises appropriate techniques for ensuring probity, transparency and accountability as it relates to nonprofit financial responsibility. The course exposes students to the similarities and differences between budget, financing and accounting in nonprofits and local governments. Topics include budgeting, fund accounting, cash flow analysis, expenditure control, and financial planning and reporting, taxes and audits among others.

### **PNP 5906 Major Gifts, Planned Giving, and Building Endowments**

In this course, students develop appropriate skills useful in individual non-profits as well as in foundations including annual campaigns, special activities and charitable events, gifts from major donors and programs of planned giving. The concepts of capital campaigns, development offices and endowment creation and management are included. Real-life examples, class projects and proposal writing exercises contribute to the development of fundraising skills and abilities.

### **PNP 5927 Evaluation of Non-Profit Policies and Programs**

Students develop a working knowledge of non-profit program evaluation, including performance measurement, methods of analysis, and alignment with organizational mission and strategies. Students will identify and assess program goals, inputs, activities, outputs, and outcomes for effectiveness. Program budgets and impacts will be considered.

### **PUB 5409 Public Administration in Theory and Application**

This course provides an overview of the field of public administration by focusing on theoretical foundation and practical knowledge. The aim of this course is to familiarize

students with the basic principles, context, environment, organizational structure, and contemporary issues in public administration. This course addresses the cultural, institutional, political, and ethical constructs of public administration in theory and practice.

### **PUB 5429 Public Sector Statistical Analysis**

This course covers collection, description, analysis, interpretation, and presentation of data to support decision making. Probability distributions, central limit theorem, statistical inference for univariate data; correlation analysis and introduction to linear regression modeling and their application to problems are discussed. The data analysis capabilities of relevant statistical software are integrated throughout the course.

### **PUB 5438 Public and Non-Profit Strategic Management**

This course will provide a fundamental understanding and working knowledge of the strategic management and planning process as applied to the public and nonprofit sectors. The course will deal primarily with the challenges and opportunities associated with the practical application of strategic planning tools to complex organizational and community settings. The course will enable students to achieve the learning objectives such as understanding strategic management and planning in the public and the nonprofit sector, understanding that without vision, mission, and core values, there is no strategic management and planning, understanding the characteristics of the visionary and strategic leadership and how it is applied in the strategic management and planning of the public and the nonprofit sector, understanding the vital components of the strategic thinking, planning, and action, and critically analyzing the strategic plan document of any public or the nonprofit organization.

### **PUB 5439 Administrative Law and Ethics in the Public Sector**

The course introduces students to the field of ethics and shows how ethical principles are applied to administrative agencies to ensure not only legal, but also moral government decision-making. Administrative law is the body of law concerned with the actions of administrative agencies, frequently called the "4th branch of government" in the United States. The course thus examines how administrative agencies are created, how they exercise their powers, how they make laws and policy formally, as well as informally, the laws that govern agency rulemaking and adjudications, especially the Administrative Procedure Act, Constitutional and other legal protections afforded against agency actions, and how agency actions are reviewed and remedied by the courts and legislative branch of government. This course also will develop the student's legal research skills in locating and identifying federal, state and local administrative regulations and rules and Florida attorney general and ethics commission advisory opinions for practical use in the student's public sector roles. The course examines the intergovernmental relations and the political and practical constraints that influence administrative policy.

### **PUB 5449 Public Policy Analysis**

The course covers the policy process, policy formation, and introduces the tools and techniques of policy analysis, using multiple theoretical and analytical perspectives. The primary focus is on local policy issues and aims to provide students with an understanding of the process to think critically about applied public policy problems. Students will gain practical skills in the development and presentation of policy analysis and recommendations.

### **PUB 5459 Managing Information and Technology in the Public Sector**

This course introduces students to the current uses, practices, opportunities, and obstacles of information technology (IT) in the public sector. It provides students the opportunity to develop analytical and practical problem-solving skills to relevant public sector challenges using IT applications. The course will explore all the latest trends in public management technology and the potential impact for managers and citizens, including e-Government strategies, social media, and other web-based technologies, in order to help governments develop and manage programs and services that are more responsive and effective. Policies and procedures that safeguard technology infrastructures while increasing openness, participation and transparency will be discussed.

### **PUB 5469 Public Finance**

This course focuses on the economics of the public sector. It delineates the goods and services provided by government and how they are funded. It deals with the public goods and their characteristics. It explores income redistribution. The efficiency, equity and incentive effects of taxation are studied. Multilevel government relations and finances are examined.

### **PUB 5925 Leadership in the Public Sector**

This course will explore the dimensions of leadership and decision making within the public sector. Students will explore the major theoretical frameworks of leadership as well as the relationship of leadership to organizational change and effective management strategies. Utilizing in-depth reflection for self-development in such areas as ethical decision-making, students will combine theoretical and practical applications to create and present a unique leadership model.

### **PUB 5926 Public Budgeting**

This course provides students with a hands-on approach to developing and managing public sector budgets. Special emphasis is placed on revenue and expenditure management and forecasting.

### **PUB 5932 Sustainable Community Development**

This course explores the range of planning and development processes associated with creating sustainable communities. The various components of sustainable community planning, such as land use, transportation, ecological planning, green building practices, resource utilization and alternatives in the critical areas of water and energy, and how sustainable community planning contributes to livability and economic resilience. The intent of the course is to demonstrate that sustainability must be approached from a systems perspective, where the interactions between the built and natural environments create opportunities to advance the quality of urban and community life. This course will examine the economic, social, and environmental implications and strategies for developing resilient, adaptable, and thriving communities.

### **PUB 5941 Public Administration Internship**

Students without public sector work experience will undertake an Internship. The purpose of which is to be able to: 1. Perform specific job functions in the field of choice under supervision; 2. Apply specific academic knowledge, skills and values to tasks in the work

setting; 3. Apply a successful strategy for achieving professional/personal goals. Students will formulate specific goals for their Internship in consultation with a faculty advisor and will complete a formal performance appraisal by both the academic advisor and the employer supervisor according to required interim and final written reports and papers. Prerequisite: (PUB 5409 OR PUB 5450) AND (PUB 5419 OR PUB 5465) AND (PUB 5429 OR PUB 5477) AND (PUB 5439 OR PUB 5461) AND (PUB 5449 OR PUB 5480) AND (PUB 5459 OR PUB 5451) AND (PUB 5469 OR PUB 5472).

### **PUB 5945 Master of Public Administration Integrative Seminar**

This course integrates core and elective course subject matter by requiring students to create a department or a subunit within a department to address an existing substantive program or service gap. The capstone project requires students to analyze the current organizational, human resources, and program structures of a department while developing the budget and organizational structure of the unit which will address existing the program or service gap.

### **PUB 5980 Public Administration Internship**

Students without public sector work experience will undertake an Internship. The purpose of which is to be able to: 1. Perform specific job functions in the field of choice under supervision; 2. Apply specific academic knowledge, skills and values to tasks in the work setting; 3. Apply a successful strategy for achieving professional/personal goals. Students will formulate specific goals for their Internship in consultation with a faculty advisor and will complete a formal performance appraisal by both the academic advisor and the employer supervisor according to required interim and final written reports and papers. Students must have completed 33 credit hours within the Public Administration Program.

### **QNT 5000 Foundations of Business Statistics**

This course covers collection, description, analysis, interpretation, and presentation of data to support business decision making. Probability distributions, central limit theorem, statistical inference for uni-variate data; correlation analysis and introduction to linear regression modeling and their application to real world business problems are discussed. The data analysis capabilities of Microsoft Excel are integrated throughout the course.

### **QNT 5160 Analytical Modeling for Decision Making**

Data is rapidly becoming one of the most important and valuable business assets. This course covers the concepts and practices of decision-making with the application of analytical methods that can leverage the value of that data. Students will gain a working knowledge of various analytical techniques such as descriptive models, simulation, optimization, decision analysis, and forecasting and will practice making effective decisions using sparse data to large data in a variety of business applications. Emphasis will be given to decisions that must be made in a real-world environment where the explicit consideration of risk and uncertainty is a critical factor. Prerequisites: QNT 5000 or QNTP 5000 or QNTP 5002 with a grade of C or better and MGT 5001. Prerequisite courses can be no older than 10 years.

### **QNT 5580 Decision Sciences Internship**

The Huizenga College internship fosters learning through the application of classroom theory in the workplace. During the course, the student also focuses on practical career

skills and personal professional goals with individual guidance from the professor. The minimum work requirement is 200 hours during one semester (16 weeks). The option of participating in an HCBE-approved internship for academic credit is available to M.B.A. students with a concentration in Business Intelligence/Analytics, Process Improvement, or Supply Chain Management and Operational Systems. Contact the HCBE Office of Academic Advising for registration. Prerequisites: good academic standing and completion of at least 12 credit hours excluding ACT 5001, FIN 5008, and QNT 5000 or equivalents.

### **QNT 5800 Decision Sciences Internship**

The Huizenga College internship fosters learning through the application of classroom theory in the workplace. During the course, the student also focuses on practical career skills and personal professional goals with individual guidance from the professor. The minimum work requirement is 200 hours during one semester (16 weeks). The option of participating in an HCBE-approved internship for academic credit is available to M.B.A. students with a concentration in Business Intelligence/Analytics, Process Improvement, or Supply Chain Management and Operational Systems. Contact the HCBE Office of Academic Advising for registration. Prerequisites: good academic standing and completion of at least 12 credit hours excluding ACT 5001, FIN 5008, and QNT 5000 or equivalents.

### **REE 5862 Real Estate Market Analysis**

The course provides an introduction and knowledge of the functioning of various urban real estate markets, land development, residential single and multifamily, office, retail, industrial, and resort-recreational properties. Students are introduced to the use of research, techniques and quantitative methodologies for accurate measurement of demand for real estate products and specific projects. The course provides students with current approaches to performing sophisticated real estate market studies by acquainting them with standard practice modern market research methodologies and computerized market analysis packages for site and project-specific levels.

### **REE 5864 Real Estate Development Software**

Students will be trained to use ARGUS Enterprise software which is used by appraisers, brokers, developers, managers, investors, lenders and other real estate professionals to make better and more informed decisions. The software uses a lease by lease approach to building cash flows and valuations so that property models have greater precision and clarity. Students will also be trained to use ARGUS Developer which is an established real estate feasibility software program in use by thousands of owners, commercial developers, home builders, land developers, agents and financial institutions throughout the world. It combines feasibility with sensitivity analysis and a powerful discounted cash flow model that is a flexible, consistent and stable platform. Executive level views of single and multi-phased projects allow changes to be assessed instantly. The finance component provides for detailed debt and equity financing and advanced waterfall profits for precise deal structuring.

### **REE 5865 Real Estate Construction Principles**

This course examines topics related to commercial construction materials and methods, green buildings, and project management for commercial investment real estate.

### **REE 5866 Real Estate Special Topics**

An in-depth treatment of a current area of special concern or interest within the field of real estate development.

### **REE 5878 Real Estate Development Process: Part I**

Topics relating to site selection, regulatory approvals, market analysis, and financial feasibility in the real estate development process for a variety of property types. This course serves as an introduction to public sector and private sector collaboration and conflicts within the real estate development process.

### **REE 5879 Real Estate Development Process: Part II**

This course focuses on to the remaining stages of the real estate development process. Course materials, lectures, and cases provide a comprehensive examination of the nature and current state of the development process including advanced pro forma analysis, land development, land use regulation, dealing with the public sector and the community interests, planning and design, construction management, and the life cycle of projects.

### **REE 5880 Real Estate Finance**

This course introduces real estate financing principles and practices. The class begins with an introduction to time value of money and discounted cash flow techniques. The course reviews the financing of income-producing properties and real estate construction and development projects. Sources of financing and financing techniques are presented along with mortgage underwriting and lending. The course concludes with an introduction to alternative financing methods, including joint ventures, private placements, and mezzanine structures.

### **REE 5881 Real Estate Law and Ethics**

This course focuses on the legal aspects of real estate development, including real and personal property, land, air, and water rights, forms of ownership of land, leases and landlord-tenant relationships, business organizations, purchase agreements and closing transactions, mortgages and other liens, transfer of title, legal instruments, and governmental regulation of real estate development. This course will examine ethical ramifications of Real Estate Development.

### **REE 5887 Real Estate Investments**

This course is an introduction to the fundamental concepts, principles, analytical methods and tools used for making real estate investment decisions. The course will focus primarily on income producing real estate, including commercial properties (office, retail, industrial) and apartment communities. One weekend session will be dedicated to development properties. The objective of this course is to develop an analytical framework by which students can make sound real estate investment decisions. The course examines the analysis of real estate investments from the point of view of investors and developers. Economic and financial concepts are applied to real estate analysis with the objective of building a solid foundation in the fundamentals of property analysis, valuation and deal structuring.



### **REE 5895 Real Estate Financial Modelling**

This course is an introduction to the fundamental concepts, principles, analytical methods and tools used in planning and modeling real estate investment decisions. The course will focus on income producing real estate, including commercial properties (office, retail, industrial, multifamily and hospitality) as well as on the development of these asset classes. The objective of this course is to develop an analytical framework by which students can make sound real estate investment decisions. The course focuses on the analysis of real estate from the point of view of investors and developers. Economic and financial concepts will be applied to real estate analysis with the objective of building a solid foundation in the fundamentals of planning and modeling development costs and property level operating results so as to assist in valuation and deal structuring. As a starting point, the course will also offer students a thorough refresh of Excel basics, with a special focus on time value of money concepts and the commonly used financial functions which facilitate the planning and forecasting of expected real estate cash flows and which assist in the valuation process. Whilst the course will emphasize theory and concept building in the areas of financial planning and modeling, there will be a focus on the practical application of learned competencies.

### **REE 5899 Real Estate Development Internship**

The Huizenga College Internship fosters learning through the application of classroom theory in the workplace. During the course, the student also focuses on practical career skills and personal professional goals with individual guidance from the professor. The minimum work requirement is 200 hours during one semester (16 weeks). Participation in an HCBE-approved real estate development internship for academic credit is available to Master of Real Estate Development students. Contact the HCBE Office of Academic Advising for registration. Prerequisites: good academic standing and completion of at least 12 GPA credit hours in the Master of Real Estate Development program.

### **REE 5999 Real Estate Development Internship**

The Huizenga College internship fosters learning through the application of classroom theory in the workplace. During the course, the student also focuses on practical career skills and personal professional goals with individual guidance from the professor. The minimum work requirement is 200 hours during one semester (16 weeks). The option of participating in an HCBE-approved internship for academic credit is available to Master of Science in Real Estate Development students. Contact the HCBE Office of Academic Advising for registration. Prerequisites: good academic standing and completion of at least 12 GPA credit hours in the Master of Real Estate Development program.

### **SCM 5410 Supply Chain Operations Management**

This course will serve as the knowledge base for the other courses in the Supply Chain Management concentration. Students from other concentration areas will be able to choose this course as an open elective in the MBA program. Supply Chain Management encompasses the planning and management of the flow of goods, money, and information throughout the extended supply chain and includes the core business processes of procurement, manufacturing, and logistics. Additionally, it includes the coordination and collaboration with exchange partners, domestically and globally, to obtain a competitive advantage. In this course, students will gain a working knowledge of core supply chain concepts, strategies, processes, tools, and technology. An introductory SAP Enterprise Resource Planning (ERP) simulation will be used to guide students through the business processes, enhancing decision making and problem solving using SAP ERP software.

### **SCM 5415 Managing International Transportation and Logistics**

Managers in today's organizations must develop strategies that go beyond traditional geographical boundaries. Differentials in wage-rates and expanding markets have opened up opportunities for production and distribution around the globe, while improved transportation and communications have worked to break down the barriers of space and time. In this course, students will examine the operational and strategic decisions that managers face with regard to logistics and transportation for international trade, including airfreight, ocean freight, international road transportation, multi-modal transportation, and the packaging and document preparation required for each mode of transportation. Students will learn to read, interpret, and reengineer cross-functional business processes using modeling tools. These processes include inventory management, distribution, transportation, and purchasing. Additionally, they will acquire SAP ERP transactional expertise associated with the cash-to-cash cycle, and gain an understanding of the transactional effects on material and financial documentation throughout the extended supply chain. Prerequisite: SCM 5410 or SCM 5830 or SCM 5831.

### **SCM 5421 Supply Chain Information Systems**

Effective supply chain management requires organizations to forge strategic relationships throughout the extended supply chain. These relationships may include information sharing, joint planning, and integrated information systems. Information systems and technology enable SCM processes and operations to improve productivity and link to the internal and external business partners. Through the use of case studies and simulations, students will gain an understanding of the opportunities and challenges involved in building strategic relationships as well as the philosophy, methodology, and tools for improved demand management, customer service, and alignment of supply chain resources. This course begins with a review of the fundamentals of information systems and technology and progresses to the role of ERP in enabling integration and visibility in SCM. Students will gain insight into the importance of storing, managing, interpreting, and sharing transactional data throughout the extended supply chain. Using SAP ERP transactional data, students will learn to use relational database data to answer business questions while gaining insight into the concepts of data analysis. Because a large proportion of supply chain investments are in IT, students will learn the importance of software evaluation and selection techniques. Prerequisite: SCM 5415 or LOG 5010.

### **SPT 5910 Sport Sponsorship Design and Strategies**

This course will explore advanced sport sponsorship design and strategies. Current techniques will be applied to case studies and projects for acquiring and evaluating potential revenue-generating sponsorships. Students will prepare thorough sponsorship plans and deliver proposal presentations reflecting proven techniques.

### **SPT 5920 Sport Ticketing, Concessions and Merchandise Management**

This course is designed to offer a comprehensive overview of the revenue generating streams of ticket sales, concession sales, and merchandise sales for various sport organizations. Students will gain an understanding of state-of-the-art strategies and theories being used in arenas, stadiums, and other sport based venues. They will learn to understand and appreciate the unique challenges and opportunities sport managers face and how to apply the theories and strategies learned to real world situations.

### **SPT 5930 Sport Event and Fundraising Strategies and Techniques**

This course is designed to provide an introduction to the principles of sport event management for the express purpose of raising funds. A conceptual framework will be developed through definitions, models, and the utilization of case studies. The planning, development, management, and implementation of strategies for successful fundraising events will be the focus. Specific topics will include event studies, bid preparation, securing sponsorship, negotiations, and volunteer management.

### **SPT 5940 Sport Revenue Generation and Emerging Technologies**

This course is designed to offer an overview of emerging technologies that will impact current and future revenue generating streams of sport organizations. Students will gain an understanding of state-of-the-art sport enterprise software, internet applications, mobile applications, and social media applications and how they are being utilized to generate new revenue streams. Students will learn to understand and appreciate the unique challenges and opportunities sport managers face as new technologies enter the market place and how to apply the theories and strategies learned to future opportunities.

### **SPT 5980 Sport Revenue Generation Internship**

The Huizenga College internship fosters learning through the application of classroom theory in the workplace. During the course, the student also focuses on practical career skills and personal professional goals with individual guidance from the professor. The minimum work requirement is 200 hours during one semester (16 weeks). The option of participating in an HCBE-approved internship for academic credit is available to M.B.A. students with an open elective. Prerequisites: Sport faculty permission and good academic standing.

### **SPT 5999 Sport Revenue Generation Internship**

The Huizenga College internship fosters learning through the application of classroom theory in the workplace. During the course, the student also focuses on practical career skills and personal professional goals with individual guidance from the professor. The minimum work requirement is 200 hours during one semester (16 weeks). The option of participating in an HCBE-approved internship for academic credit is available to M.B.A. students with an open elective. Contact the HCBE Office of Academic Advising for registration. Prerequisites: Sport faculty permission and good academic standing and completion of at least 12 credit hours excluding ACT 5001, FIN 5008, and QNT 5000 or equivalents.

### **TXX 5760 Survey of Taxation: Individuals, Entities, and Property**

The course is designed to be a comprehensive introduction to the Federal Income Tax structure, primarily as it affects individual taxpayers and business activities. The course emphasizes the role of taxation in the business decision-making process. To further inform students' understanding of Federal taxation, students are introduced to the economic, social, and political considerations that inform various aspects of federal tax policy. Prerequisite: None.

### **TXX 5767 IRS Practice and Procedure**

This course introduces the student to the structure, organization, practices and procedures of the Internal Revenue Service. The course is intended to give students an understanding of the organizational makeup of the Internal Revenue Service and the authority of its various employees. The different approaches to resolving tax controversies will be explored through the study of assigned readings and in-depth class discussions. The course will be conducted in a seminar-like fashion with each student expected to make significant contributions to class discussions. Attentiveness to news items affecting the area of federal tax procedures is expected, as well as conveyance to class of these newsworthy developments. Prerequisite: TXX 5760 or equivalent.

### **TXX 5769 Tax Planning & Research**

This course is an in-depth study of tax research tools available to and the application of those tools by the tax practitioner. Co-requisite: TXX 5760 or equivalent.

### **TXX 5771 Partnership Taxation**

This course provides an in-depth study of federal taxation of partnerships and partners. The course explores the formation and operation of the partnership including the acquisition of interests in partnership capital and profits, tax consequences of non-liquidating cash and other property distributions, rules for computation of inside and outside bases, allocations of items of income, gain, loss, deduction and credit, and sales and liquidations of a partner's interest in the partnership, and the tax consequences of partnership terminations. Prerequisite: TXX 5760 or equivalent.

### **TXX 5775 Corporate Taxation**

This course will examine the life cycle of a corporation from a tax perspective. The course includes analysis of formation, operations, non-liquidating distributions, and distributions in complete liquidation. This course will accomplish this thorough examination of the relevant sections of the Internal Revenue Code, the income tax regulations thereunder, and relevant legal doctrines established through Court Cases. Prerequisite: TXX 5760 or equivalent.

## DOCTORAL DIVISION

### **PUB 6000 Public Management and Leadership Theory and Practice**

This seminar course is the gateway of doctoral program, which broadly goes over a variety of fundamental topics in the field of public management and administration with an applied-oriented design. In order to efficiently and effectively manage public organizations, contemporary public leaders are expected to understand or manipulate three distinct but interrelated dimensions of public management, including (1) administrative structure and the embedded context, (2) organizational behaviors and management, and (3) professional leadership and motivation skills. Accordingly, the first section of this course emphasizes on advancing student's capabilities to specify the knowledge body of public management and inspires potential applications of academic studies on real-world cases. While assuming that leadership skills can be properly developed, the second section of this course sheds light on three facets of leadership in the public sector—personal, group/organizational, and community leadership skills—with a special attention of action-bases learning experiences. The overall purpose of this course will go beyond conceptual frameworks of public management but equip students with the skills of critical thinking, analytical decision-making, and effective leadership that are required to better manage the relationships with the executive, the legislature, and the related stakeholders.

### **PUB 6100 Public Affairs and Public Administration Research Design**

Advanced principals of research design with applications to practical and scholarly investigation and analysis. The course explores topics in various methodologies with direct application to practical assessments and evaluations in public affairs practice as well as scholarship in the academic discipline.

### **PUB 6200 Analysis in Practice for Public Administration**

This class is designed as the advanced application-oriented pathway enabling students to expose to the different practices of diverse areas in the field public affairs. Built on the course Public Management and Leadership which focuses the knowledge body of public management per se, this course further expands student's understanding and key skillsets of public managers by systematically introducing the range of topics constituting "public affairs." These topics are directly derived from the proposed emphasis areas of the DPA program, such as philanthropy, real estate development, geographic information system, public health, disaster management, or fire administration. With a careful arrangement of case studies, site visits, and lectures of guest speakers, this course empowers students by demonstrating professional practices of these different emphasis areas, encouraging innovative solutions for long-term policy dilemmas, and facilitating professional networks. Thus, the overall purpose of this course surpasses the intention of solely illustrating managerial practices of public affairs but strengthens student's competency of interdisciplinary integration.

### **PUB 6400 Doctoral Closure Proposal Seminar**

A course for doctoral students focusing on the development of an applied project proposal or academic scholarly research through appropriate methodology, self-critique, and peer-review. This course examines student closure projects for appropriateness of question(s), techniques, and subject-matter. Prerequisite PUB 6200 with grade of B.

### **PUB 6449 Perspectives on Policy Analysis**

This course enables public sector leaders to understand theories, methods, and analytical tools of policy analysis in public sector organizations, with special emphasis on conducting policy analysis useful to decision-makers in local governments. The main purpose of the course is to help students think systematically, critically, and creatively in giving policy

advice to decision makers in the public sector. Learners in this course should be able to analyze a variety of public policy issues and understand its theoretical and practical implications in an increasingly complex and challenging governance environment. Specifically, students taking this course will be able to: (1) identify and define a public problem; (2) analyze policy and management options for addressing public problems; (3) characterize the principles, challenges and opportunities in public sector administration; (4) describe the challenges and opportunities created in the international context of public management and policymaking; (5) implement a variety of qualitative and quantitative tools to select a particular policy option for the problem; and (6) communicate policy advice in the written and verbal form.

### **PUB 6500 Design Thinking and Innovation in Public Sector**

In an era of increasing complexity and uncertainty, governments around the world are seeking innovative approaches to understanding policy problems, developing solutions, and thereby improving decision-making in the public sector. In addition, the theory and practice of public policy and administration is increasingly concerned with the role of the citizens in policy making and implementation. This course will enable students to understand the concepts and methods of applying design thinking as a participatory and innovative problem-solving approach in three specific areas of public policy: (1) delivery of public services; (2) maintaining trust and legitimacy of constituents; and (3) achieving social outcomes. In addition, it will help them to develop a connection between policy design and public management and understand the application of collaborative design-led modes of public policy issues. Particularly, the main focus of the course is to help public sector professionals identify real-world public policy problems faced specifically by local governments and utilize them as experiential learning projects to apply design thinking approaches and uncover solutions that can address the complex and ever-changing needs of the constituents.

### **PUB 6600 Strategic Human Resources in Public Management**

This course explores the integration of human resource strategies into the organizational dynamics in public and nonprofit sectors. Through an evaluative lens, discussions on the utilization of more effective hiring, appraisal, planning, and leadership practices are discussed. Topics include motivation, functional human resources, labor, planning, ethics, evaluation, and pragmatic approaches to employee relations.

### **PUB 6700 Planning Local Economic Development**

This doctoral level course is designed to equip students with advanced knowledge and skills in the planning and implementation of economic development strategies at the local level. The course will provide a comprehensive understanding of the theories and practices of local economic development planning, with an emphasis on practical applications. Throughout the course, students will engage in case studies and practical exercises designed to develop their skills in economic development planning. The course will also involve a project in which students will analyze and critique an actual existing economic development plan.

### **PUB 6900 Doctoral Closure Seminar**

In this course, students are required to do a detailed, accurate, and cohesive account of a scholarly investigation designed to answer one or more applied/real-world problems or focused research questions. It is required of all the doctoral students, and its purpose is to improve scholarship and practice in public sector. The seminar consists of a total of 16 credits encompassing major benchmarks. Any request for additional credits must be made with the committee chair. Prerequisite: PUB 6400 with grade of B.

### **PUB 6927 Program Evaluation and Performance Management**

This course aims to introduce the related techniques of program evaluation and demonstrate how the evaluation results can be used to develop a comprehensive performance management system. Within the public sector, especially after the reform of New Public Management, organizations are expected to periodically evaluate a variety of programs or policies which are designed to provide public services or achieve policy goals. Program evaluation, derived from this reform, can be understood as an analytical approach entailing how performance data can be systematically collected and validly analyzed. Without these investigations, public organizations would not be able to determine whether a specific program/policy should be terminated, adjusted, improved, outsourced, or expanded. From the perspective of public managers, besides a series of periodical program evaluations, it is extremely important to establish a performance management system that embeds program evaluation techniques in every managerial process—such as the performance-based strategic planning or performance-based budgeting—in order to improve efficiency, effectiveness, or quality. This course can generally be divided into two sections. The first section takes a more holistic approach and covers the fundamentals of performance management and evaluation, including the application of logic models, data collection & demonstration, and managerial practices. The second section, by contrast, sheds light on those essential techniques of program evaluation, such as collecting both quantitative and qualitative data, operating statistical models, or conducting true- and quasi-experiments. Simply put, while the development of program evaluation is referred as both a science and an art, this course introduces students to the related knowledge that can enable a valid design of program evaluation, accurate interpretations of evaluation results, and sustainable development of performance management.

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## PROVISIONS

The provisions set forth in this document are not to be regarded as an irrevocable contract between the student and Nova Southeastern University. Regulations and requirements, including tuition and fees, are necessarily subject to change without notice at any time at the discretion of the administration. The university further reserves the right to require a student to withdraw at any time, as well as the right to impose probation on any student whose conduct is unsatisfactory. Any admission on the basis of false statements or documents is void upon discovery of the fraud, and the student is not entitled to any credit for work that he or she may have done at the university. Upon dismissal or suspension from the university for cause, there will be no refund of tuition and fees. The balance due Nova Southeastern University will be considered receivable and will be collected.

A transcript of a student's academic record cannot be released until all of his or her accounts, academic and non-academic, are paid.

Any Nova Southeastern University student has the right to inspect and review his or her educational record. The policy of the university is not to disclose personally identifiable information contained in a student's educational record without prior written consent from the student, except: to university officials, to officials of another school in which the student seeks enrollment, to authorized representatives of federal or state agencies, to accrediting organizations, to parents of dependent students, under judicial order, to parties in a health or safety emergency, or when verifying graduation with a particular degree.

A student has the right to petition Nova Southeastern University to amend or correct any part of his or her educational record that he or she believes to be inaccurate, misleading, or in violation of the privacy or other rights of students. If the university decides it will not amend or correct a student's record, the student has a right to a hearing to present evidence that the record is inaccurate, misleading, or in violation of the privacy or other rights of students.

If these rights are violated, a student may file a complaint with the Department of Education. A student may obtain a copy of the Educational Privacy Act policy by requesting it in writing from the Office of the University Registrar, Nova Southeastern University, 3300 S. University Drive, Fort Lauderdale, Florida 33328. A schedule of fees and a listing of the types and locations of educational records are contained in this policy.

Nova Southeastern University does not discriminate on the basis of disability, sex, race, religion, or national or ethnic origin in admission, access, or employment for any of its programs and activities. The university registrar and director of human resources have been designated as student and employee coordinators, respectively, to ensure



compliance with the provisions of the applicable laws and regulations relative to nondiscrimination.

The school is authorized under federal law to enroll nonimmigrant alien students. Nova Southeastern University programs are approved for the training of veterans and other eligible persons by the Bureau of State Approval for Veterans' Training, Florida Department of Veterans' Affairs. Eligible veterans and veterans' dependents should contact the Office of the University Registrar, 3300 S. University Drive, Fort Lauderdale, Florida 33328, telephone (954) 262 7236 or (800) 541 6682, ext. 27236.